UNC GREENSBORO
Board *of* Trustees

Finance *and* Administration Committee
September 9, 2025

Action Item

FAC – 2 Campus Steam & Condensate Infrastructure Improvements Project – Approval of CMR Selection

Background Information

The project's scope is to replace and renew critical portions of the existing steam distribution system. Many of these piping systems are over 50 years old and need replacement. Failures have become more frequent due to the age of the piping. Construction is envisioned to be sequenced to limit the overall disruption to the campus while piping sections are replaced. Areas of priority include:

1. Lines from Manhole (MH) #11 to Faculty Center and Alumni House, and MH #12 to MH #15 along College Avenue.
2. Piping between MH#27 and the Music Building / Peabody Park Bridge riser.
3. Work between MH #54 to MH #57.

The selected Construction Manager at Risk (CMR) firm will work closely with the Architects and Engineers to provide a construction perspective and expertise in the design process. The CMR will provide constructability reviews, market-based cost estimates, and realistic schedule development. At the appropriate point in the design process, the CMR will provide a guaranteed maximum price (GMP) for the project, ensuring the work can be accomplished within the budget. The selected CMR firm will be retained for pre-construction services and, at the discretion of UNC Greensboro, be contracted through construction.

The University of North Carolina System website advertised the request for qualifications and proposal for construction manager at risk services for this project. Four (4) firms submitted letters of interest. There was one (1) from Guilford County.

1. Balfour Beatty Construction, LLC. Raleigh, NC
2. LeChase Construction Services, LLC. Durham, NC
3. New Atlantic + SCS – An Association Partnership. Winston-Salem, NC

The firm, Balfour Beatty Construction LLC, is a General Construction firm and is recommended as the Construction Manager at Risk for the following reasons:

1. Balfour Beatty Construction LLC demonstrated the greatest depth of experience in specialized work, which is most similar to the Campus Steam & Condensate Infrastructure Improvements Project delivered as a Construction Manager at Risk.
2. The team presented the most detailed approach to construction logistics on an active campus.
3. Balfour Beatty illustrated the highest level of engagement during Pre-Construction Services with the owner, design team, trade partners, and other contractors.

Requested Action

That based on the above information, the Board of Trustees of the University of North Carolina at Greensboro approves the firm of Balfour Beatty Construction LLC. If agreeable terms cannot be met with the recommended firm, the Board authorizes the administration to negotiate terms with the other firms in ranking order.

Robert J. Shea, Jr.
Vice Chancellor for Finance *and*
Administration

Attachments:

- Balfour Beatty Construction, LLC Proposal

UNC GREENSBORO

Response to Request for Proposal for CM at Risk Services for

CAMPUS STEAM AND CONDENSATE INFRASTRUCTURE IMPROVEMENTS

July 18, 2025

Balfour Beatty

THE UNIVERSITY of NORTH CAROLINA GREENSBORO

Information Sheet

Firm Name	Balfour Beatty Construction, LLC

☐ HUB Certified

If HUB, Specify Type

☐ Female ☐ Disabled ☐ American Indian ☐ Asian-American ☐ Hispanic ☐ Black

☐ Socially & Economically Disadvantaged

Point of Contact	Del Gull	E-mail Address	dgull@balfourbeattyus.com
Street Address	406 S. McDowell Street, Suite 200		
City	Raleigh	State	NC
Zip Code	27601	County	Wake
Phone #	919-208-9273	Fax #	N/A

Consulting Firms

Other (specify type):		☐ Check If HUB
Other (specify type):		☐ Check If HUB
Other (specify type):		☐ Check If HUB

Dear Mr. Tim Rouse,

Balfour Beatty is honored to pursue the opportunity to support UNC Greensboro with its Campus Steam and Condensate Infrastructure Improvements project—an essential investment in the reliability, safety, and long-term performance of the university's utility infrastructure. **We understand UNCG's selection of the CMAR delivery method stems from the phasing and coordination challenges inherent in this work. That's precisely where our team excels.** Our experience delivering complex, occupied-campus infrastructure projects allows us to anticipate logistical hurdles, sequence work with minimal disruption, and provide early, actionable input to support project momentum.

Our team brings highly relevant experience, having worked on five campus steam and infrastructure projects across North Carolina in 2025 alone. Infrastructure projects delivered under SCO guidelines require a different level of discipline—from contracting and staffing to material procurement and trade partner prequalification. These are not building projects; they are carefully sequenced infrastructure operations that demand technical precision and strategic planning from day one. **With a portfolio that includes over 100 SCO CMAR projects and active partnerships on 12 UNC System campuses, we understand the complexities of executing critical infrastructure upgrades in occupied, high-traffic educational environments.**

We're not new to UNCG. Our team is currently active on campus, with firsthand knowledge of its systems, logistics, and campus culture. Even more, this exact proposed team is preparing to turn over the NC A&T State University Steam Plant project next month, bringing a smooth transition of steam expertise and a team fully in stride—aligned, informed, and ready to move forward without hesitation.

We're also proud to be collaborating with RMF on four active infrastructure projects across UNCG and other UNC System campuses, building on a history of more than 10 successful ventures together. Our longstanding partnership reflects a proven ability to deliver complex utility projects through coordinated planning, technical rigor, and seamless teamwork. **We're prepared to immediately collaborate with RMF, bringing real-time construction insight that supports decision-making and drives constructability from the start.**

This project goes beyond utility replacement. It's about delivering a resilient, forward-thinking system that will serve the university for decades to come. We're ready to meet that challenge with precision, care, and momentum. Thank you!

Del Gull, Project Manager
dgull@balfourbeattyus.com, 919-208-9273
Proposer's Name and Principal Office
Balfour Beatty | 406 South McDowell Street, Suite 200, Raleigh, NC 27601

Your vision, *our expertise.*

5 campus steam and infrastructure projects in 2025

100+ SCO projects completed

50+ higher-ed projects across 12 UNC system campuses

Actively working on UNCG's campus

14+ projects with RMF Engineering

Section 3. Table of Contents

Campus Steam & Condensate Infrastructure Improvements

Request for Proposal

UNC Greensboro is seeking proposals from qualified Construction Manager at Risk firms for the project entitled, Campus Steam & Condensate Infrastructure Improvements.

This project will replace and renew critical portions of the existing steam distribution system. Construction is envisioned to be sequenced to limit overall disruption to the highly visible and occupied portion of central campus.

This project will be focusing on sections of the steam system between Manhole (MH) #27 to the Music Building/Peabody Park Bridge (Peabody Section), MH #54 to MH #57 (Shaw Section), MH #11 to MH #15 (College Ave Section), and possibly the section from MH #15 to MH #17 (also College Ave). See attached diagrams.

All work will be fully integrated with the campus Building Automation Systems (BAS).

**Notes:* The selected Construction Manager at Risk (CMR) firm will closely work with the Architects and Engineers to provide a construction perspective and expertise to the design process. The CMR will be responsible for providing constructability reviews, market-based cost estimates, and realistic schedule development. At the appropriate point in the design process, the CMR will provide a guaranteed maximum price (GMP) for the project, ensuring the work can be accomplished with the budget.

The selected CMR firm will be retained for pre-construction services and, at the discretion of UNC Greensboro, be contracted through construction.

A Pre-Submittal Meeting will be held virtually to provide expanded project information and to answer limited questions. A recording of the meeting will be posted afterward; located with the solicitation on the FDC website.

Pre-Submittal Meeting:

A Pre-submittal Meeting will be held virtually on **June 20, 2025 at 2:00 pm** via Teams:
https://teams.microsoft.com/l/meetup-join/19%3ameeting_NTljMjBlMmEtNjAxYS00NDIwLWFlMDQtZTZiNDg1ZmRiMWUx%40thread.v2/0?context=%7b%22Tid%22%3a%2273e15cf5-5dbb-46af-a862-753916269d73%22%2c%22Oid%22%3a%223dd06203-45e7-4cf5-8fa2-326a23204593%22%7d

Meeting ID: 210 465 020 251 1

Passcode: PL6uL9CA

Dial by your location
+1 336-790-7381,,721038145# United States, Greensboro

*** Failure to follow the directions or contacting anyone other than the listed contact may result in submission being classified as non-responsive.*

Intended Schedule:

June 10, 2025 – Post Advertisement

June 20, 2025 – Pre-Submittal Meeting

July 18, 2025 – Proposals Due

July 25, 2025 – Notify Shortlist Selections for Interview

August 11-15, 2025 – Shortlist Interviews

Please go to the following website https://fac.uncg.edu/fm/facilities-planning/project-solicitations/ for further information regarding submission requirements.

To view a map of the UNC Greensboro campus and locate the structures included in this project, visit http://www.uncg.edu/online-map/.

Submit one (1) electronic (PDF) copy of the response in the following format:

1) Completed Information Sheet*
(https://fac.uncg.edu/wp-content/uploads/E-CMR_Information-Sheet.pdf)

2) Cover Letter

3) Table of Contents

4) Copy of Advertisement

5) RFP Datasheet –
(https://fac.uncg.edu/wp-content/uploads/D-CMR-RFP-Data-Sheet_Campus-Steam-CMAR.pdf)

6) CMR Qualifications Questionnaire –
(https://fac.uncg.edu/wp-content/uploads/F-CMR_Qualifications_Questionnaire_Campus-Steam-CMAR.pdf)

7) Completed RFP Affidavit –
(https://fac.uncg.edu/wp-content/uploads/G-RFP-Affidavit-CMR-Appendix-G.doc)

* On your completed Information Sheet, please include the **primary contact person's name and email address** which will be used by the University for all future communications.

Please go to the North Carolina State Construction Office website: https://ncadmin.nc.gov/businesses/construction/forms-documents#construction-manager-at-risk--cmr--forms and reference the following documents for further information regarding submission requirements, General Provisions, and the General Conditions of the CMR Contract:

Section I – Proposals, Evaluation, Selection and Award

Section II – General Provisions (Proposal shall include all services detailed here)

Section III – The General Conditions of the Contract, Form OC-15/CM

Proposals due by 12:00 p.m. on July 18, 2025

It is the submitted firm's responsibility to ensure the materials are received by the due date and time. The University does not take responsibility for incomplete or late submissions.

Submit Proposals by above deadline to: **fdc@uncg.edu**

Please copy on the email submission and address the cover letter to the Project Manager below:

Tim Rouse tsrouse2@uncg.edu
UNC Greensboro Facilities Design & Construction
Gray Home Management House
105 Gray Drive
Greensboro, NC 27412

For driving directions to Gray Home Management House and parking information, visit Spartan Directions. (https://fac.uncg.edu/wp-content/uploads/GrayHome_McIverDeck_Directions.pdf)

GA Advertisement:
$16,330,438 Total Project Cost
$13,000,000 Estimated Available for Construction (GMP)

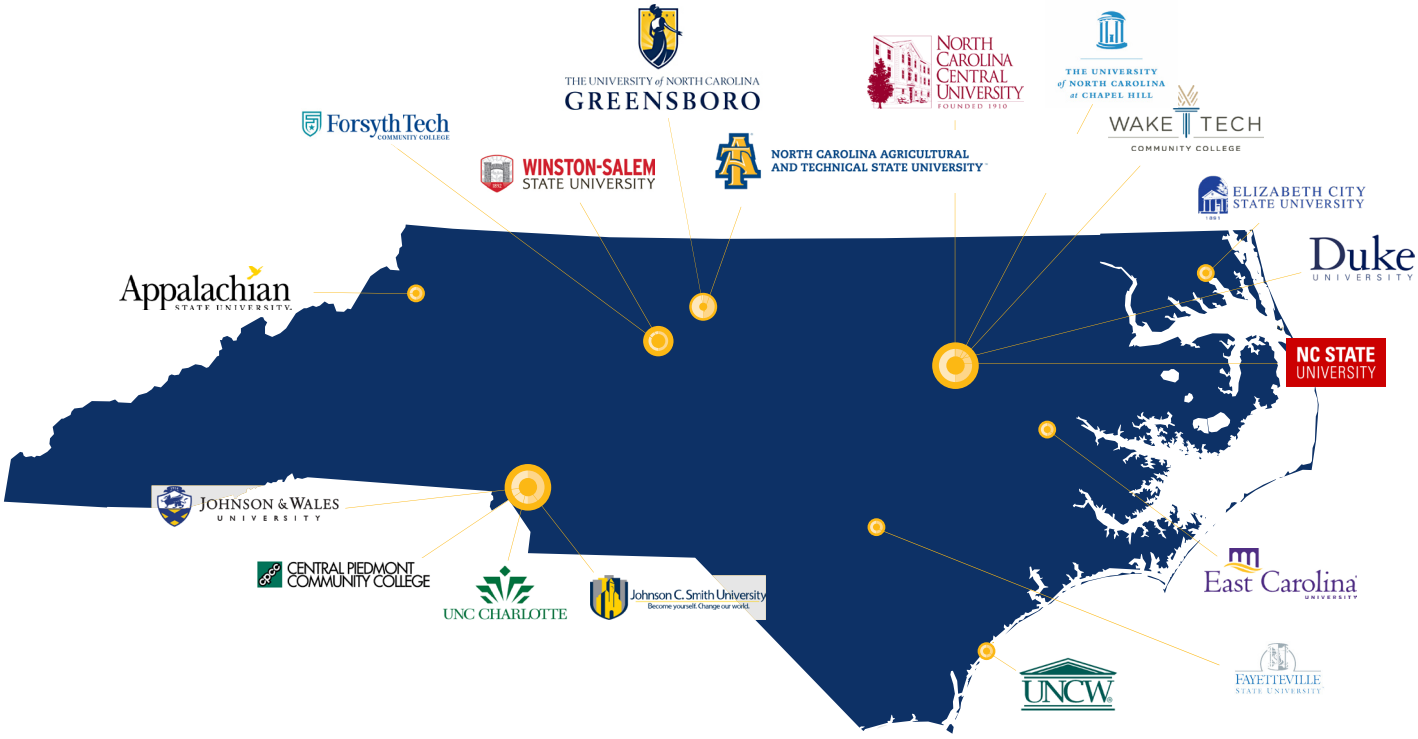
https://www.northcarolina.edu/apps/finance/vendors/opportunities.htm

https://fac.uncg.edu/fm/facilities-planning/project-solicitations/

RFP DATA SHEET	
Item	**Datum**
Short Description of Project	This project will replace and renew critical portions of the existing steam distribution system.
Issuing Office	UNC Greensboro Facilities Design and Construction
Department, Agency/Institution, Location where the Project will be constructed	UNC Greensboro main campus
Project Overview	Replace sections between Manhole (MH) #27 to the Music Building/Peabody Park Bridge (Peabody Section), MH #54 to MH #57 (Shaw Section), MH #11 to MH #15 (College Ave Section), and possibly the section from MH #15 to MH #17 (also College Ave). All work will be integrated with the campus automation system (BAS). Construction is envisioned to be sequenced to limit overall disruption to the highly visible and occupied portion of central campus.
Website address (URL) for posting of notices regarding this project	https://fac.uncg.edu/fm/facilities-planning/project-solicitations/
Expected Date of Completion of Design	January 12, 2026 – Peabody Section January 26, 2026 – Shaw Section July 27, 2026 – College Ave Section
Project Designer & Consultants	Designer Contract Pending
Construction Manager at Risk Selection Schedule	Post Advertisement – June 10, 2025 Pre-Submittal Meeting – June 20, 2025 Proposals Due – July 18, 2025 Interview – August 11-15, 2025 Selection (BOT approval) – September, 2025
Construction Management Fee (Section II Paragraph E.2)	The Construction Management Fee will be a fixed number based on a percentage of the Cost of Work. For this project, the fee will be reasonably negotiated in concurrence with the Owner and the State Construction Office.
Project Construction Cost	Total Project Budget: $16,330,438 Estimated Available for Construction (GMP): $13,000,000

The active campus expertise that UNCG deserves.

$1.4B of NC higher education projects have been completed by our Raleigh team. $1.1B+ of these projects were through the SCO!



A-B. Corporate History & Annual Workload

Balfour Beatty is a leading construction and infrastructure group specializing in construction, engineering and project management. With roots in Raleigh since 2002, we have a proven track record of delivering high-quality projects. As one of the nation's top construction management firms, Balfour Beatty introduced the CM at-Risk (CMAR) delivery method to North Carolina in 2002 and has since completed over $6 billion across 500+ CMAR projects across the state.

Organizational Structure LLC
Years in Business 92 years
Evidence of Authority to do Business in North Carolina
Balfour Beatty's NC General Contracting license number is 22725. Please see the Appendix for a full-sized copy.

Annual Workload – Raleigh Office

2024: 53 project; $254M
2023: 62 projects; $174M
2022: 54 projects; $169M
2021: 50 projects; $199M
2020: 48 projects; $274M

Project Spotlight

Elizabeth City State University Infrastructure Improvements, Elizabeth City, NC

This project includes two new 15 kV underground electrical loops, telecom infrastructure to support a smart grid and metering network, new booster pump stations, and the replacement of the campus radio tower. Work also involves storm and sanitary system improvements and the repair of paved areas impacted by construction.

Project Spotlight

UNC Greensboro Quad Renovation, Greensboro, NC
The UNCG Quad project revitalized seven historic residence halls. Spanning 241,000 square feet, the work involved full interior demolition and comprehensive renovations to enhance modern living while maintaining the historic character of the buildings. Two additions to Shaw Hall introduced a new Living/Learning Center, further enriching the student experience. Site and utility upgrades were a critical part of the project, including new underground infrastructure and the extension of campus chilled water to support a centralized air conditioning system. **Each building received new utility systems, including plumbing, fire protection, and steam, bringing the facilities up to modern standards.**

Described by the State Construction Office as "one of the toughest projects and schedule timelines ever completed."

C. Current Commitments - Raleigh Office

** Firm portion of Joint Venture*

NCSU Electrical Grid Replacement	Raleigh, NC	Aug 2025	$43M
ECSU Chancellor's Residence	Elizabeth City, NC	Dec 2025	$1.5M
RDU Airport Park Economy 3 Expansion (JV)	Morrisville, NC	Apr 2026	$86M*
Town of Garner Yeargan Park	Garner, NC	Aug 2026	$20M
ECSU Infrastructure & Generator Projects	Elizabeth City, NC	Aug 2026	$54M
Onslow County Airport Runway Extension	Richlands, NC	May 2027	$30M
NC History Center on the Civil War, Emancipation and Reconstruction	Fayetteville, NC	Jun 2027	$49M
UNCW Student Housing (JV)	Wilmington, NC	Jul 2027	$45M*
NC Ports North Gate Relocation	Wilmington, NC	Oct 2027	$27M
Durham School of the Arts (JV)	Durham, NC	Oct 2027	$92M*
NC Education Campus (JV)	Raleigh, NC	Dec 2027	Confidential
NC Museum of History Expansion & Renovation (JV)	Raleigh, NC	Jan 2028	$60M*
RDU Airport Terminal 2 Landside Expansion (JV)	Morrisville, NC	Jun 2029	$475M*
RDU Airport Runway Replacement	Morrisville, NC	Jul 2029	$325M
WCPSS Athens Drive Magnet High School Additions/Renovation	Raleigh, NC	Jun 2030	$66M
WCPSS WECIB High School/Paramount Midde School	Morrisville, NC	Jun 2030	$130M
WCPSS Ligon Road Middle School Additions/Renovations	Raleigh, NC	Jul 2030	$109M
FSU Generator Power Operation	Fayetteville, NC	TBD	$8M
UNCW Parking Deck	Wilmington, NC	TBD	$15M

D. Financials

Balfour Beatty's confidential financials have been submitted separately via email.

E. Surety Letter

Please find Balfour Beatty's verification of current coverage in the Appendix.

F. SCO 10-Year Project History - Raleigh Office

Elizabeth City State Chancellor's Residence
Elizabeth City State Emergency Generator Upgrades
Elizabeth City State Infrastructure Upgrades
Fayetteville State University Campus Wide Utilities
NC A&T State University ERIC
NC A&T State University Student Center
NC A&T State Steam Plant Repair
NC Central University New Student Center
NC State University Electrical Distribution Upgrade
North Carolina History Center on the Civil War, Emancipation and Reconstruction
North Carolina DHHS Campus
North Carolina State Ports Authority Chiller Facility
UNC Greensboro Chilled Water Improvements
UNC Wilmington Social and Behavioral Sciences
UNC Wilmington HVAC, Life Safety, and Elevator
UNC Wilmington Allied Health Building (Veterans Hall)
UNC Wilmington Dobo Hall
UNC Wilmington The Hub
UNC Wilmington Housing Repairs and Renovations
UNC Wilmington Parking Deck
UNC Wilmington Randall Library Reno and Expansion
UNC Wilmington Student Village
UNC Wilmington Multiple Buildings
Wake Tech Building C Renovation
Wake Tech NWC Classroom Building J and CEP
Wake Tech NWC Multi-Purpose P.E. Building K
Wake Tech NWC Site Roadways and Infrastructure
Wake Tech Public Safety Simulation Complex
Winston-Salem State University Douglas Covington Hall

G. Litigation and Claims - Raleigh Office

1. Has your company ever failed to complete work awarded to it? No.

2. Has your company ever failed to substantially complete a project in a timely manner (i.e. more than 20% beyond the original contracted, scheduled completion date)? No, not after accounting for time extensions.

3. Has your company filed any claims with the North Carolina State Construction Office within the last five years? No.

4. Has your company been involved in any suits or arbitration within the last five years?: Yes, Balfour Beatty has been involved in a few lawsuits in regard to publicly bid projects in North Carolina; however, all of them principally involved issues relating to third-party subcontractors, suppliers or design professionals and the company was named in the matters primarily for procedural reasons and not because of issues of fault of the company. If further information is desired, please do not hesitate to contact us.

5. Are there currently any judgments, claims, arbitration proceedings or suits pending or outstanding against your company, its officers, owners, or agents? Yes, none of them however have anything to do with a publicly bid project in North Carolina, nor do any of them impact in any way Balfour Beatty's ability to fully perform and complete the work of this project. If further information is desired, please do not hesitate to contact us.

6. Has your present company, its officers, owners, or agents ever been convicted of charges relating to conflicts of interest, bribery, or bid-rigging? No.

7. Has your present company, its officers, owners, or agents ever been barred from bidding public work in North Carolina? No.

Building Upon Our Experience

We've been there, built that, and we can't wait to do it again. What sets us apart? We're your trusted team for every step of the journey.

At UNCG, you'll benefit from a partner with both a deep familiarity with your campus and a proven ability to work within the dynamic rhythm of an active university setting. **Our team understands what it takes to keep students, faculty, and staff moving safely and without disruption—because we've done it successfully across North Carolina and throughout the Triad.** With extensive experience delivering complex steam and infrastructure upgrades in occupied environments, we bring foresight, precision, and solutions that maintain the integrity of daily campus operations.

We also bring unmatched fluency in SCO processes. With over 100 successful projects completed for the State Construction Office, our team is deeply familiar with their requirements, documentation standards, and approval workflows. **Steam and infrastructure projects present unique challenges, and our experience managing four active contracts—encompassing more than 10 GMP packages**—has given us a nuanced understanding of the complexities involved in navigating SCO procedures.

+ HUB plan and diversity program
+ Designer planning, reporting, and pricing
+ SD, DD, and CD deliverables to designer and UNCG
+ Drawing packaging for efficient SCO approval
+ GMP contract approval process and checklist
+ Compliant bidding and trade award procedures
+ Preconstruction kick-off meeting formatting
+ Weekly electrical inspections coordination
+ Monthly reporting in SCO-aligned format
+ Fire alarm and fire pump testing checklist
+ NFPA 110 Generator testing compliance
+ Coordination with designer as AHJ for inspections
+ Comprehensive processes for beneficial and final completion

14 Years on UNCG's Campus

Our long partnership with UNCG reflects our deep understanding of your campus and its unique needs. We bring proven experience in delivering essential spaces that enhance the campus environment. This familiarity allows us to seamlessly align with your vision and deliver a project tailored to your goals.

5 Steam & Infrastructure Projects in 2025

From distribution systems to active campus corridors, we understand the complexity of upgrading essential infrastructure in occupied environments. Our depth of experience allows us to anticipate challenges, phase work with precision, and tie into existing systems without compromising operations—making us the trusted partner for projects where precision and continuity matter most.

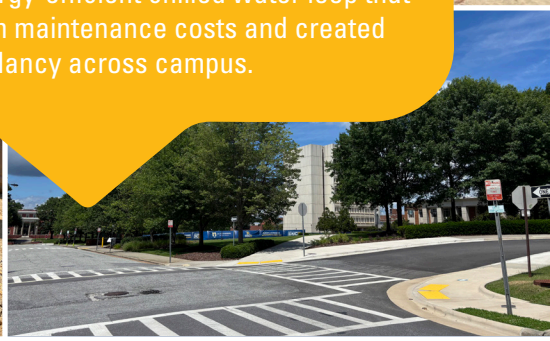
12 UNC System Campuses

Having completed more than 50 higher education projects on 12 UNC system campuses by our Raleigh team, we are well-versed in delivering high-quality results while prioritizing the safety of students and faculty. Our experience enables us to maintain a focus on project excellence and campus security throughout the construction process.

UNC GREENSBORO CHILLED WATER IMPROVEMENTS

Greensboro, NC

Our recent work on the UNCG Chilled Water project demonstrates our **deep familiarity with the university's utility systems and our ability to deliver high-impact infrastructure upgrades with minimal disruption**. Like the proposed steam improvements, this effort focused on **central campus distribution systems, required tight sequencing in active areas, and demanded integration with the Building Automation System.** The result was a more reliable, energy-efficient chilled water loop that reduced long-term maintenance costs and created redundancy across campus.



Project Description This project was designed to complete the main campus chilled water loop, improving system hydraulics and creating redundant pathways for chilled water delivery across campus. The scope included connecting at least five isolated buildings that relied on aging and inefficient systems. Thanks to bid day savings, we were also able to incorporate an expansion of the chilled water loop into the scope. **All systems were fully integrated with the campus Building Automation Systems, and construction was carefully sequenced to limit disruption to the active central campus.**

Preconstruction Services Budget estimates, constructability review, value engineering reviews, drawing and scope reviews, leveraged trade partner relationships to maximize participation, outreach to MWBE community

Construction Services Budget control, quality control, field management of trade partners, schedule controls, rigorous safety adherence, progress updates, weekly meetings, RFIs/drawing coordination, outreach to MWBE community and monitor MWBE participation

GMP vs Final Cost
$11,436,655 vs $12,025,625
*Owner-initiated change orders

Original vs Actual Schedule
The original schedule was anticipated to be 02/22/24-01/18/26 (696 days). The tentative final completion date is now 07/15/25 (509 days). *60 days added with OCO #002

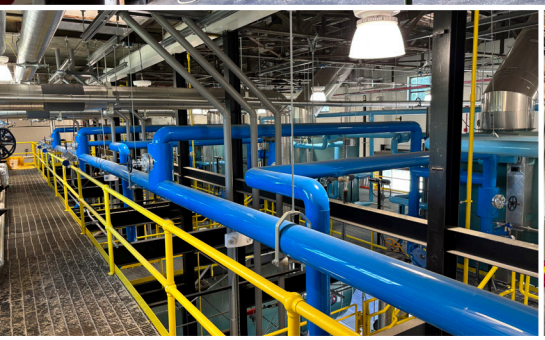
Owner Reference
David Friedman
FDC Director and University Architect, Design and Construction
1400 Spring Garden Street
Greensboro, NC 27412
336-334-4315
djfried2@uncg.edu

RMF Engineering project!

NC A&T STATE UNIVERSITY STEAM PLANT RENOVATION

Greensboro, NC

We're currently wrapping up the NC A&T State University Steam Plant renovation—a project closely aligned with the goals and complexity of UNCG's proposed upgrades. **Four of the six core team members proposed for this project are actively delivering that work, bringing immediate momentum, alignment, and steam infrastructure expertise.** That continuity allows us to **transition seamlessly into the next phase of supporting the UNC System with critical utility improvements.**



Project Description Balfour Beatty is nearing completion on this critical renovation project at NC A&T State University as part of a state-of-emergency initiative. The scope includes construction of a new steam plant, installation of heavy-duty bay doors, upgrades to the steam distribution system, and extensive sitework.

Preconstruction Services Budget estimates, constructability review, value engineering reviews, drawing and scope reviews, leveraged trade partner relationships to maximize participation, outreach to MWBE community

Construction Services Budget control, quality control, field management of trade partners, schedule controls, rigorous safety adherence, progress updates, weekly meetings, RFIs/drawing coordination, outreach to MWBE community and monitor MWBE participation

GMP vs Final Cost
$17,912,474 vs $17,912,474

Original vs Actual Schedule
In Progress! Schedule is anticipated to be 08/09/24-08/01/25 (357 days).

Owner Reference
Steve Sutton
Project Manager
1601 East Market Street
Greensboro, NC 27411
336-285-4512
steveas@ncat.edu

RMF Engineering project!

DUKE UNIVERSITY EAST CAMPUS STEAM PLANT

Durham, NC

Our renovation of Duke University's East Campus Steam Plant **demonstrates our ability to manage technically complex steam infrastructure projects within highly constrained, high-stakes environments.** Like the proposed work at UNCG, it involved **deep utility coordination, phased execution, and zero tolerance for service disruption.** The fact that steam remained uninterrupted to Duke's central campus and Medical Center throughout construction speaks to the **precision and planning we bring to utility-focused work**—especially in occupied, mission-critical campus settings.

Project Description Balfour Beatty renovated Duke University's historic East Campus Steam Plant, originally built in the 1920s. Initially scoped for boiler replacement, the project expanded into a full 24/7 manned steam plant to support Duke's central campus upgrades. The work included removing three large boilers, installing 15 high-efficiency units, upgrading controls and infrastructure, and adding a buried 30,000-gallon fuel tank. Despite the tight site and complexity, steam service to the campus and Medical Center remained uninterrupted.

Preconstruction Services Budget estimates, constructability review, value engineering reviews, drawing and scope reviews, leveraged trade partner relationships to maximize participation, outreach to MWBE community

Construction Services Budget control, quality control, field management of trade partners, schedule controls, rigorous safety adherence, progress updates, weekly meetings, RFIs/drawing coordination, outreach to MWBE community and monitor MWBE participation

GMP vs Final Cost
$16,129,173 vs $21,089,370
*Owner-initiated scope changes

Original vs Actual Schedule
653 days vs 653 days

Owner Reference
Dudley Willis
Assistant Director of Project Management
PO Box 90144
114 S. Buchanan Blvd.
Durham, NC 27708
919-660-4224 (office)
919-398-3639 (cell)
dudley.willis@duke.edu

RMF Engineering project!

A-B. Key Personnel List and Commitments

Team Member & Location	Preconstruction Commitment	Construction Commitment
Del Gull, Project Manager – **Single Point-of-Contact,** Greensboro, NC	100%	100%
Sam Brooke, MEP Estimator, Raleigh, NC	100%	As Needed
Colby Willis, Senior Infrastructure Superintendent, Triad and Triangle Areas, NC	50%	20%
Marty Smith, Steam Superintendent, Greensboro, NC	0%	100%

C-D. Organizational Chart and Resumes

DEL GULL
Project Manager
Single Point-of-Contact

COLBY WILLIS
Senior Infrastructure Superintendent

SAM BROOKE
MEP Estimator

MARTY SMITH
Steam Superintendent

Asst. Superintendent
Pending Sequencing and Shutdowns

Support Services

LAQUIANA BAILEY
Diversity Director

MARC JUNKER
Safety Director

TONY STONEKING
SCO/Constructability

VISHAL MAHAJAN
Master Scheduler

KATHERINE BOUMENOT
Technology Director

Proposed personnel will be exclusively assigned to this project for its duration.

Tony Stoneking, Senior Vice President

Tony's detailed constructability reviews, scheduling and phasing expertise as well as his knowledge of State Construction processes and working on higher education campuses will enable the team to develop solutions specific to the needs of UNCG and the goals of this project. Tony sets a very high performance standard for himself and his team and then provides the leadership and direction to meet and exceed those standards. He takes ownership of challenges and finds solutions. As one of the most knowledgeable and proficient builders in our industry, he places a priority on making smart business decisions on his projects.

4 years in the Industry

Education
B.S. Construction Management
NC A&T State University

Reference
Steve Sutton
NC A&T State University
steveas@ncat.edu
336-285-4510

Del Gull

Project Manager, Single Point-of-Contact

UNC Greensboro, Chilled Water Improvements
Infrastructure • Higher Education • SCO • CMAR • Active Campus
This project completed the main campus chilled water loop, allowing for better hydraulics and redundant pathways for delivering chilled water to campus.

NC A&T State University, Steam Plant Renovation
Campus Steam • Higher Education • SCO • CMAR • Active Campus
This critical infrastructure renovation was part of a state-of-emergency initiative and includes constructing a new steam plant, installing heavy-duty bay doors, upgrading the steam distribution system, and completing essential sitework. These improvements enhance campus energy reliability, safety, and long-term sustainability.

NC A&T State University, ERIC Building
Infrastructure Upgrades • Higher Education • SCO • CMAR • Active Campus
The 130,000 sf, four-story research building project involved the demolition of 85,000 sf of an existing building, new parking, underground utility relocation, stormwater management, landscape development, and street improvements.

Forsyth Technical Community College, Learning Commons & Courtyard
Higher Education • SCO • CMAR • Active Campus

34 years in the Industry

Education
B.S. Construction Engineering Management, *Utah Valley State College*

Reference
Amanda Brooks
Elizabeth City State University
aebrooks@ecsu.edu
919-413-3566

Colby Willis

Senior Infrastructure Superintendent

UNC Greensboro, Chilled Water Improvements
Infrastructure • Higher Education • SCO • CMAR • Active Campus
This project completed the main campus chilled water loop, allowing for better hydraulics and redundant pathways for delivering chilled water to campus.

NC A&T State University, Steam Plant Renovation
Campus Steam • Higher Education • SCO • CMAR • Active Campus
This critical renovation included constructing a new steam plant, installing heavy-duty bay doors, upgrading the steam distribution system, and completing essential sitework.

Duke University, East Campus Steam Plant
Campus Steam • Higher Education • SCO • CMAR • Active Campus
The project began as a boiler replacement but expanded into a full-scale renovation of the steam plant with upgraded systems and infrastructure.

NC State University, Multiple Residence Hall Renovation (Underground Steam)
Campus Steam • Higher Education • SCO • CMAR • Active Campus

ECSU, Infrastructure Upgrades
Infrastructure • Higher Education • SCO • CMAR • Active Campus

NC State University, Electrical Upgrades
Infrastructure • Higher Education • SCO • CMAR • Active Campus

6 years in the Industry

Education
B.S. Construction Management, *Utica College*

Reference
Amanda Brooks
Elizabeth City State University
aebrooks@ecsu.edu
919-413-3566

Sam Brooke
MEP Estimator

UNC Greensboro, Chilled Water Improvements
Infrastructure • Higher Education • SCO • CMAR • Active Campus
This project completed the main campus chilled water loop, allowing for better hydraulics and redundant pathways for delivering chilled water to campus.

ECSU, Infrastructure Upgrades
Infrastructure • Higher Education • SCO • CMAR • Active Campus
This project includes two new 15 kV underground electrical loops, telecom infrastructure to support a smart grid and metering network, new booster pump stations, replacement of the campus radio tower, and storm and sanitary system improvements.

NC State University, Electrical Upgrades
Infrastructure • Higher Education • SCO • CMAR • Active Campus
This project scope is to construct a modern, self-healing 15kV Power Distribution system, to serve the main campus of NC State for the next 40 years. It includes five miles of duct bank trenching, 54 new pad-mounted switches, over 100 building transformer tie-ins, and 11 building replacement transformers.

Wake Tech, Building C Renovation
Higher Education • SCO • CMAR • Active Campus

42 years in the Industry

Education
A.S. Science
Lees-McRae College

Reference
Steve Sutton
NC A&T State University
steveas@ncat.edu
336-285-4510

Marty Smith
Steam Superintendent

NC A&T State University, Steam Plant Renovation
Campus Steam • Higher Education • SCO • CMAR • Active Campus
This critical renovation included constructing a new steam plant, installing heavy-duty bay doors, upgrading the steam distribution system, and completing essential sitework.

Duke University, East Campus Steam Plant
Campus Steam • Higher Education • SCO • CMAR • Active Campus
The project began as a boiler replacement but expanded into a full-scale renovation of the steam plant with upgraded systems and infrastructure.

UNC Greensboro, Quad Renovation
Higher Education • SCO • CMAR • Active Campus
This project renovated seven historic residence halls built in the early 1920s, updating 241,000 sf of student living space. The project enhanced safety and comfort while preserving the buildings' architectural legacy and added a new Living/Learning Center.

Forsyth Technical Community College, Learning Commons & Courtyard
Higher Education • SCO • CMAR • Active Campus
The project includes the demolition of six outdated buildings to make way for a new landscaped courtyard and a state-of-the-art Learning Commons.

Our team brings extensive experience in live steam and infrastructure improvements, complex phasing and SCO compliance to UNCG, positioning us to exceed your goals for this project.

Our team for this project will be led by Del Gull with an approach that emphasizes active participation and clear leadership in establishing a Guaranteed Maximum Price (GMP), followed by a delivery process focused on safety, accountability and collaboration. From the outset, we will provide accurate estimates and the necessary tools to help evaluate them effectively. Preconstruction is not just about pricing—it's about setting clear priorities, addressing procurement lead times, and creating compatibility across building systems. **We are fully committed to managing the preconstruction process with a sharp focus on adhering to SCO guidelines, encouraging compliance at every stage. Our transparent approach keeps UNCG and the design team fully informed and actively engaged throughout every phase of the project.**

Project Spotlight

NC Museum of Art Expansion, Raleigh, NC
Designed to safeguard priceless artwork, the project featured highly specialized and redundant mechanical systems, including dehumidification and humidification systems, dual chillers, four boilers (two steam, two hot water), 15 air handling units, and two energy recovery units. The mechanical package demanded precise coordination, elevated system performance, and long-term reliability.

Preconstruction Approach

Alignment Our team will lead a kickoff to establish clear decision-making avenues, project goals, milestones, and communication strategy. The team will analyze preconstruction and construction timing to encourage decision-making, as well as attend relevant meetings with the designer during the design phase to advise on matters relating to site use, improvements, selection of materials, building methods, construction details, building systems and equipment and phasing and sequencing.

Cost Control Sam Brooke will oversee estimating efforts, collaborating with UNCG to track costs, escalation and design changes. This approach maintains a dynamic cost model, helping prevent surprises. Our team will utilize trade market data to validate the in-house estimates.

Lean/Off-Site Construction We will evaluate using off-site construction methods for assemblies and systems, allowing for factory fabrication in controlled environments. We can reduce the manpower needed on-site, create a safer work environment and expedite schedule.

Constructability Tony Stoneking and the team will conduct constructability reviews during preconstruction to enhance the completeness and bidability of drawings. These reviews foster early communication and collaboration, improving project outcomes.

Construction Technology
As a national company, our comprehensive in-house capabilities and expansive reach create certainty, quality and value for our clients in NC. Katherine Boumenot will serve as your Technology Director.

Life Cycle Cost Analysis We will collaborate with the design team to study cost and performance, selecting systems that offer the optimal returns on investment throughout the infrastructure's lifespan.

Trade Partner Prequalification Diversity Director LaQuiana Bailey will leverage local relationships and national buying power to engage trade partner to encourage qualified coverage in all trade and anticipate long lead items.

Value Engineering (VE)
Throughout preconstruction and construction, we consistently seek ways to enhance efficiency and value for UNCG. Leveraging our team's expertise, local networks and industry partnerships, we prioritize cost-effectiveness while aligning with UNCG's standards. Early in the design phase, we focus on cost reduction and value enhancement. During the value engineering study, we identify key project elements and explore value-add opportunities. We maintain a record of value analysis options, presenting feasible solutions. We also coordinate a session with the project's governing authority to discuss key parameters, design packages and procurement strategy, encouraging alignment and agreement.

Our approach includes:

#1 An executive summary with the recommended design change.

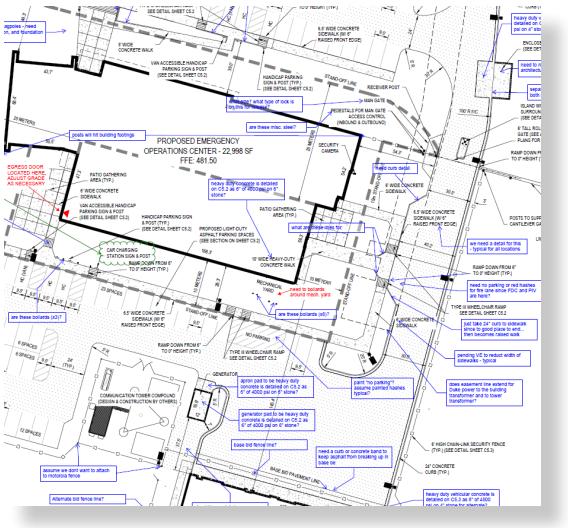
#2 A descriptive evaluation of the advantages/ disadvantages of the proposed recommendation.

#3 A cost log (an overall list of value analysis studies, life cycle cost analysis and design decisions).

#4 A cost proposal summary sheet with detailed estimates for each value analysis study.

#5 Copies of the meeting minutes taken by our project team after each work session.

Constructability Issues



Thorough and complete constructability reviews will enable us to limit change orders and schedule impacts while providing a more predictable outcome. It will provide our team, UNCG and design team with a working knowledge of drawings prior to the start of construction which will support more accurate estimates with less allowance and assumptions Our team has performed over 100,000 constructability comments under the CM at-Risk delivery method and have developed the following six-step approach to thoroughly assess documents: identifying scope gaps between drawings and specifications, addressing coordination issues and clash detection through BIM, evaluating the sequence of construction for cost and time efficiency, considering maintenance longevity and accessibility, and assessing alternate products and mock-ups.

Cost Model/Estimates Our approach involves immersing ourselves in project details from day one, and closely monitoring costs against established budgets starting in the preconstruction phase. We prioritize non-negotiable project elements, adapting remaining costs accordingly, particularly focusing on value maximization driven by code compliance. Cost management begins early and extends throughout construction, with careful evaluation of site conditions and logistical considerations. Phasing, work hours, and space access are assessed for their impact on project costs.

Managing the supply chain is integral during preconstruction, with a thorough evaluation of drawings to identify critical items affecting costs and schedules. Procurement updates from Balfour Beatty's national team help us manage material costs and lead times, while locally, we stay connected with trade and vendor partners to monitor market volatility. Utilizing progressive estimating and our Destini tool, we track drawing advancements and cost impacts biweekly, allowing for timely adjustments and budget alignment through regular review sessions with the design team.

Project Tracking/Reporting

To effectively track and forecast construction costs, our team will use Procore, which enforces standardized cost management practices across projects. Procore tracks real-time cost updates and project statuses, helping us quickly identify and address challenges. All financial controls are viewable on one platform. Our interactive system automatically updates related budgets and contracts whenever changes are made, keeping all project components aligned in real time. This transparent cost tracking is key to maintaining proper control as fiduciaries to UNCG, following a "no surprises" approach. Accurate, up-to-date project data will be clear to the entire team. Comprehensive project reports will be distributed monthly, outlining overall progress. Once procurement is completed and the team mobilizes on site, UNCG will be kept informed on the progress and status of the project through the following reporting systems:

Monthly Reports: During construction, a monthly report and a calendar of events will be distributed to all team members during the State Construction meeting. This report will include design, procurement and construction activity updates, CPM schedule status, narrative job cost accounting and progress photographs.

Superintendent's Daily Log: This log will record on a daily basis all work activities, working personnel, status of materials, deliveries, schedule progress and inspections.

Post Bid: Preconstruction and pre-installation conferences will be held with all trade contractors with our fully integrated team in attendance.

Real-time Documentation using Open Space

Construction and Data Tracking Logs

Weekly Jobsite Meeting Minutes: Minutes will be kept of weekly jobsite meetings with trade partners, major material suppliers and the project partners. This helps with planning and scheduling upcoming work, material delivery and coordination.

Project Spotlight

NC State University Underground Steam Distribution, Raleigh, NC
As part of the comprehensive renovation of eight residence halls on NC State's campus, Balfour Beatty completed upgrades to underground steam distribution to support the newly installed HVAC systems across multiple buildings. This work included rerouting mechanical piping to optimize efficiency and reduce installation costs, particularly in areas with limited existing infrastructure.

Request for Information (RFI) & Shop Drawings There is immense value in a streamlined and collaborative RFI, submittal and shop drawing process. This approach not only reinforces design intent throughout construction, but also reduces the risk of rework. We will manage and drive the process using this methodology:

+ Clear communication on submittal schedules that are coordinated with procurement needs. Submittals will need to be prioritized for long-lead items to accommodate the phasing of the project.
+ Thorough advance review of trade partner submittals and shop drawings to verify alignment with contract documents.
+ Proactive and well-written RFIs to clarify design intent and mitigate issues from occurring in the field.
+ The goal of our team will be to provide solution with each RFI submission which helps expedite the response to maintain schedule.
+ Collaborative submittal review meetings using technology that allows multiple attendees.

Quality Control Quality control means paying attention to details related to things like reliable and redundant building systems and safety. Taking a proactive approach to quality control, we think about the things that could impact your daily operations, then plan and take action to avoid interruptions.

During the preconstruction phase, Balfour Beatty will collaborate with UNCG to identify quality control measures early in the process. Our proposed team will deliver a comprehensive quality control program that upholds the highest professional standards across all services, calculations, studies, designs, drawings, specifications, and construction management activities required by the contract.

Quality assurance begins with clear roles and responsibilities and continues with quality control organization and staffing, addressing challenging aspects of the project, submittal requirements, commissioning, testing, inspection, closeout and reporting. Our quality control measures create program compliance, code compliance, coordination of A/E disciplines, budget compliance, submittal compliance, first-time quality in the installed work, fully commissioned and functional MEP systems, minimal punch list and well-documented quality compliance.

Our project team will drive consistency and reliability throughout the project by utilizing the following tools and processes to pre-plan and coordinate the work:

All Inclusive QC Log
At 90 days from completion, our team will include all closeout and final inspection requirements on the completion list to drive timely closeout.

Facilities Maintenance Meetings
Our team will facilitate meetings with maintenance personnel to assess and support the training requirements needed.

Mock-Ups & Baseline Installations
Our team will create mock-ups, if applicable, for approval by the engineer and facilities partners to preemptively address any potential issues.

Procore
Procore will be used to consolidate field identification of quality controls issues with documentation, while accelerating critical field activities. This will enable us to identify, flag, document, communicate and expedite the completion of punch lists in a single, integrated step. It will also allow the project team to track QA/QC items, safety, daily reporting and the working construction documents using iPads in the field. Information is maintained in the "cloud," allowing users to be working within the same environment.

Project Spotlight

NC State University Electrical Upgrade Distribution, Raleigh, NC
This project involves constructing a modern, self-healing 15kV power distribution system to serve NC State's main campus for the next 40 years. Aligned with the campus electrical distribution master plan, the system will be delivered using robust processes that prioritize human safety, system integrity, and minimal campus disruption. This project will provide a complete upgrade for the 15kV electrical distribution system for the main (Central and North) campus. The project includes five miles of duct bank trenching, 54 new pad-mounted switches, over 100 building transformer tie-ins, and 11 building replacement transformers.

Commissioning starts day one!

Our commissioning process consists of six steps, including pre-start-up, pre-functional testing, start-up, functional performance testing and the final commissioning report. Throughout all phases of this process, close communication between UNCG, trade partners, RMF and our team will be the key to success. A breakdown of each step can be found below.

1. Factory Testing: The demonstration of features, attributes and capacity of the equipment at the factory, witnessed by the factory engineer.

2. Component Verification: Individual system components are verified at the site for compliance to the design specifications, drawings and approved submittals.

3. Systems Construction: Verification of the construction of the overall system at the site including an evaluation of interconnection between components, physical arrangement, support and anchoring and access and clearance.

4. Individual System Operation Site Test: Site acceptance testing of the individual systems following start-up and commissioning of the system by the contractor, the manufacturer's factory representatives and the vendor.

5. Integrated Systems Testing: Simulated operation of the entire system as a whole including simulated failures, unexpected events and sequential changes to the operating systems.

6. Operational Training Complete: Training for building operations personnel and turnover of the final documentation.

Schedule & Staffing Plan

In-House Scheduling Vishal Mahajan will serve as our in-house scheduler for this project. Balfour Beatty is already aligned with UNCG's preliminary schedule and overall project timeline. To keep the project on track, we'll engage early in preconstruction with university user groups to coordinate critical milestones—particularly those tied to equipment procurement and owner-supplied items. Our early focus on identifying potential delays and aligning logistics helps eliminate surprises and keep the project progressing on time.

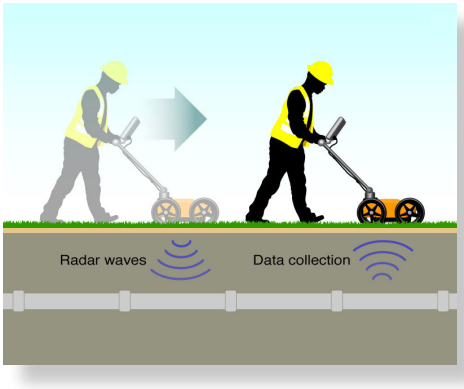
Staffing Before pursuing any project, Balfour Beatty conducts an internal review to confirm staff availability and alignment. We don't just assign people—we plan strategically, placing team members where their skillsets will drive the greatest value for our clients. This careful, deliberate process is how we maintain consistent quality and avoid overextending our resources. For this project, Del Gull will serve as the on-site lead and your primary point of contact. Del will lead the development of the project execution plan starting in preconstruction and continuing through construction completion. His early involvement allows us to build strong relationships with stakeholders, establish jobsite expectations, and align trade partners to project goals well before the first shovel hits the ground.

Commissioning Plan

We will take a proactive approach alongside UNCG facility engineers and any designated commissioning agent from the earliest stages to identify the systems requiring commissioning. For a steam infrastructure project, this typically includes—but is not limited to—steam distribution piping, steam condensate return systems, pressure reducing stations, control valves, and associated instrumentation. Functional performance testing will be coordinated to verify system integrity, controls responsiveness, safety compliance, and readiness for full integration with the campus Building Automation System (BAS).

Given the complexity of this project, we see tremendous value in leveraging advanced technology to locate and track both existing and newly installed underground utilities, while also streamlining communication with stakeholders, UNCG faculty, and the student body in real time.

Subsurface Scanning



We recognize that with decades of growth, most university campuses—including UNCG—face a patchwork of underground utilities, often with limited or outdated documentation. This makes early discovery critical to avoid costly disruptions. That's why we prioritize the use of Ground Penetrating Radar (GPR) during preconstruction. By sending radar pulses into the ground, GPR allows us to identify buried pipe, conduit, and concrete with precision—offering greater certainty before the first shovel hits the ground. This proactive approach significantly reduces risk during excavation and helps protect the integrity of surrounding buildings, infrastructure, and daily campus operations.

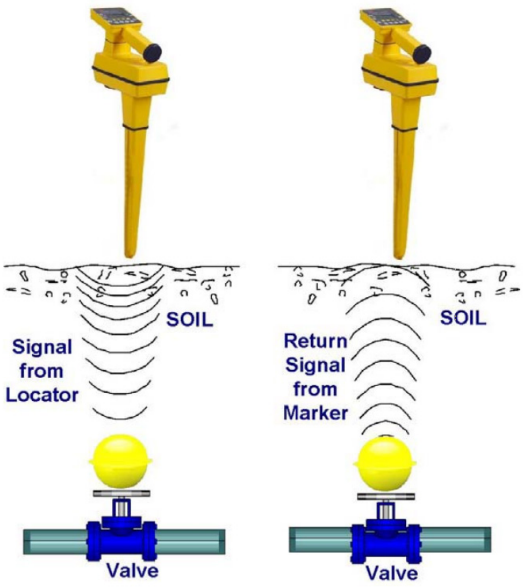
RFID Electronic Marking System (EMS)

To support long-term maintenance and future upgrades, we recommend equipping all new underground systems with RFID Electronic Marking Systems. These tracking balls, installed during construction, carry unique identifiers that allow precise location and identification through handheld scanning. Where feasible, we also propose adding RFID markers to any existing utilities uncovered during excavation.

Our team will provide the necessary scanning equipment, training, and an updated Building Information Model (BIM) that maps the exact location of each RFID tag—giving UNCG a reliable digital record for future projects and reducing the risk of accidental utility strikes.

Building Information Modeling (BIM)

Building Information Modeling (BIM) will be a key tool in developing and communicating our phased logistical approach. By creating a campus-wide 3D model, we can visualize work areas, anticipate impacts to surrounding assets, and clearly convey sequencing plans. This model will serve as a dynamic communication tool during stakeholder meetings, supporting informed decisions and minimizing campus disruption.



RFID tracking delivers long-term value by creating a reliable digital record of underground infrastructure!

Safety Director Marc Junker and Superintendent Marty Smith have developed a preliminary Safety, Health, and Environmental (SH&E) approach for UNCG's project, grounded in our current understanding of site conditions and scope.

SH&E Risk Assessment

1. PROJECT SCOPE REVIEW Review the project scope of work, drawings, and specifications for specific impacts to all surrounding structures, underground utilities and services, and unusual conditions when formulating plans to eliminate or mitigate the associated risks. Include a review of the site use history when the information is available.

2. PROJECT SITE SURVEY Survey the path of new underground utilities to identify and document unusual or hazardous conditions such as: overhead and underground utilities, contaminated soils, stored hazardous waste, public buildings and rights-of-way, and environmentally sensitive areas (e.g., wetlands and surface waters).

3. SITE LOGISTICS PLAN Prior to the start of construction, create a Site Logistics Plan (SLP) that separates and protects jobsite personnel and the public from construction equipment and vehicles. Review the SLP with new-to-site workers as part of the orientation process. Update as necessary throughout the project. The SLP includes, but is not limited to:

+ Primary construction vehicle access, temp storage and laydown areas, detours during excavation, etc.
+ Emergency Action Plan items such as providing access to first responders or campus emergencies.
+ Traffic Control Plans for separation of excavations and workers/public and vehicular
+ Specific signage providing safety and/or detour info where walkways cross work areas.

Site Specific Safety Plan

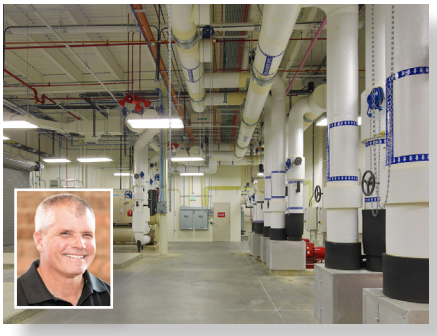
Following a comprehensive safety risk assessment, we will develop a tailored site-specific safety plan that addresses the unique challenges of your project. Key components will include:

1. COMMISSIONING, DECOMMISSIONING & SHUTDOWN PROTOCOLS

No work on energized or pressurized systems (electrical, fluid, air, mechanical, etc.) will proceed without executive or SH&E Director approval. Trade partners must submit detailed safety documentation for all hazardous energy control work, which will be reviewed by the Balfour Beatty project team, with SH&E department support as needed. This includes:

+ Customized Lockout/Tagout (LO/TO) procedures that clearly define scope, purpose, authority, and techniques for controlling hazardous energy.
+ A Method of Procedure (MOP) outlining the specific sequence of work activities.
+ Contingency plans for each task to manage unanticipated conditions or disruptions.

Project Spotlight



Wake Tech Regional Utility Plant, Raleigh, NC

This 8,000 sf regional utility plant strengthens campus infrastructure with a 500-ton chiller, three 3,000 MBH boilers, and underground distribution piping. Designed for scalability, the facility includes space for future chillers, towers, and boilers to support long-term growth.

2. CAMPUS: PUBLIC EXPOSURE & PROTECTION

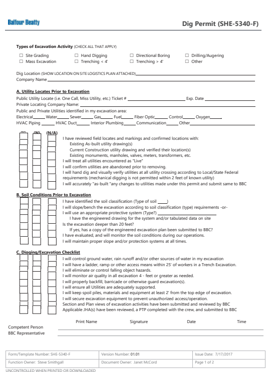
To safeguard the campus community during construction, we will implement clear separation between active work zones and public spaces. This includes temporary fencing, secured site access, and coordinated traffic control measures.

+ Access gates will remain guarded or locked when not in use.
+ Site-specific traffic control plans will be developed in coordination with the city and include properly trained flaggers when working near sidewalks or roadways.
+ Daily inspections will be conducted on all public interface areas, including fencing, signage, walkways, overhead protection, and other safety barriers.

3. EXCAVATION CONTROL & UTILITY STRIKE PREVENTION

Our team prioritizes subsurface risk management to prevent utility strikes and protect campus infrastructure.

+ Designated "Competent Persons" will be identified, with documentation of training and qualifications.
+ Excavation plans—complete with detailed sketches and impact mitigation strategies—will be reviewed and approved prior to any work exceeding four feet in depth (or less, depending on soil conditions).
+ Non-destructive methods like potholing and vacuum excavation will be used to locate unknown utilities.
+ All excavations will have protective systems and clear separation from pedestrian or vehicle traffic as appropriate.



Balfour Beatty — Dig Permit (SHE-5340-F)

Types of Excavation Activity (CHECK ALL THAT APPLY)
☐ Site Grading ☐ Hand Digging ☐ Directional Boring ☐ Drilling/Augering
☐ Mass Excavation ☐ Trenching < 4' ☐ Trenching > 4' ☐ Other

Dig Location (SHOW LOCATION ON SITE LOGISTICS PLAN ATTACHED)____
Company Name____

A. Utility Locates Prior to Excavation
Public Utility Locate (i.e. One Call, Miss Utility, etc.) Ticket # ____ Exp. Date ____
Private Locating Company Name: ____
Public and Private Utilities identified in my excavation area:
Electrical____ Water____ Sewer____ Gas____ Fuel____ Fiber Optic____ Control____ Oxygen____
HVAC Piping ____ HVAC Duct____ Interior Plumbing____ Communication____ Other____

(Y) (N) (N/A)
I have reviewed field locates and markings and confirmed locations with:
Existing As-built utility drawing(s)
Current Construction utility drawing and verified their location(s)
Existing monuments, manholes, valves, meters, transformers, etc.
I will treat all utilities encountered as "Live"
I will confirm utilities are abandoned prior to removing.
I will hand dig and visually verify utilities at all utility crossing according to Local/State Federal requirements (mechanical digging is not permitted within 2 feet of known utility)
I will accurately "as-built "any changes to utilities made under this permit and submit same to BBC

B. Soil Conditions Prior to Excavation
I have identified the soil classification (Type of soil ____)
I will slope/bench the excavation according to soil classification (type) requirements -or-
I will use an appropriate protective system (Type?) ____
I have the engineered drawing for the system and/or tabulated data on site
Is the excavation deeper than 20 feet?
If yes, has a copy of the engineered excavation plan been submitted to BBC?
I have evaluated, and will monitor the soil conditions during our operations.
I will maintain proper slope and/or protection systems at all times.

C. Digging/Excavation Checklist
I will control ground water, rain runoff and/or other sources of water in my excavation
I will have a ladder, ramp or other access means within 25' of workers in a Trench Excavation.
I will eliminate or control falling object hazards.
I will monitor air quality in all excavation 4 - feet or greater as needed.
I will properly backfill, barricade or otherwise guard excavation(s).
I will ensure all Utilities are adequately supported.
I will keep spoil piles, materials and equipment at least 2' from the top edge of excavation.
I will secure excavation equipment to prevent unauthorized access/operation.
Section and Plan views of excavation activities have been submitted and reviewed by BBC
Applicable JHA(s) have been reviewed, a PTP completed with the crew, and submitted to BBC

	Print Name	Signature	Date	Time
Competent Person				
BBC Representative				

Form/Template Number: SHE-5340-F	Version Number: 01.01	Issue Date: 7/17/2017
Function Owner: Steve Smithgall	Document Owner: Janet McCord	Page 1 of 2

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A Balfour Beatty Dig Permit will be required for each excavation to verify utility coordination and maintain safety on the site.

4. Confined Space Program

Given the life-critical risks of confined space entry—including asphyxiation, fire, and explosion—strict procedures will be enforced:

+ All confined space work requires advance notification, a written entry plan, and prior authorization from the SH&E Director.
+ Permit-required entries will include gas monitoring with alarms, proper ventilation, and pre-task planning to control potential atmospheric hazards such as carbon monoxide from fuel-powered equipment.

Protecting Campus Trees and Landscape

As underground steam and condensate work often requires significant excavation in high-visibility and landscaped areas, we will proactively collaborate with an arborist to assess the health and tolerance levels of trees located along the construction route. Working closely with UNCG's facilities team, we'll develop specific strategies to preserve and protect each tree's root system and surrounding soil during all phases of construction. For trees identified for retention, we'll implement preconstruction support measures, maintain active monitoring during excavation, and apply recovery treatments post-construction to help them remain viable and thrive. These actions will be informed by a professional assessment of each tree's tolerance category:

+ Low Tolerance: Requires aggressive protection; minimal impact within critical root zone.
+ Medium Tolerance: Can withstand limited impacts with protective measures.
+ High Tolerance: Can tolerate more significant disruption and recover with support.

This level of care not only preserves the campus's character and environmental health—it also reinforces our commitment to long-term stewardship as a partner to UNCG.

Our team brings more than just technical expertise. We bring real-time experience, existing partnerships, and a working knowledge of the UNCG campus that will help this project start strong and stay ahead.

Not New to the Neighborhood

We're deeply familiar with the area around Shaw Hall, where a portion of the pipe will run. Having completed the Shaw Hall renovation and the installation of the new chilled water system and the restoration of the surrounding site—whose location directly overlaps with this scope—we bring valuable, real-time knowledge of existing conditions, site logistics, and stakeholder expectations. This recent experience allows us to anticipate challenges and plan proactively. We're especially mindful of Walker Avenue, a tight corridor that will require precise planning to cross safely and efficiently.

Environmental Awareness and Stream Zone Expertise

Environmental sensitivity will be a driving factor throughout project delivery. Portions of the alignment cross stream zones, and our team brings direct experience navigating similar conditions while maintaining compliance. **We've partnered with the North Carolina Department of Environmental Quality (DEQ) on high-profile projects at NC State University and RDU Airport, giving us a strong understanding of sediment and erosion control standards**—and how to meet them without slowing progress. We know what's at stake when working near water, and we'll apply the same disciplined approach to protect environmental integrity while staying on schedule.

Coordinated Construction in a Shared Campus Environment

The Jackson Library renovation, currently underway and managed by Skanska, is located near the project site. **Thanks to our recent coordination with their team on the Chilled Water Improvements project, we've already established a strong working relationship that will carry into this effort.** We'll proactively align on site logistics to reduce congestion, prevent overlapping impacts, and maintain clear communication throughout construction.

Beyond this project, our team brings extensive experience coordinating with other contractors on active higher education campuses—navigating shared access points, overlapping scopes, and evolving schedules without disrupting ongoing academic operations. This experience gives us the foresight to anticipate challenges and the structure to collaborate smoothly.

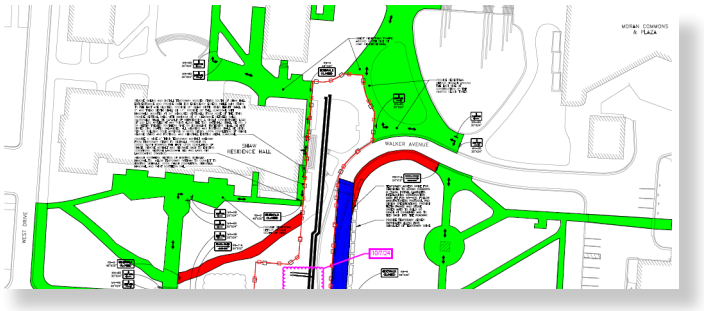
Strategic Site Planning and Campus Communication

As part of our approach, **we will develop a laydown yard strategy that prioritizes safety, efficiency, and continuity of campus life.** We'll evaluate options with attention to pedestrian flow, emergency access, and daily university operations—drawing from our extensive experience navigating constrained, high-traffic environments on other higher-ed campuses.

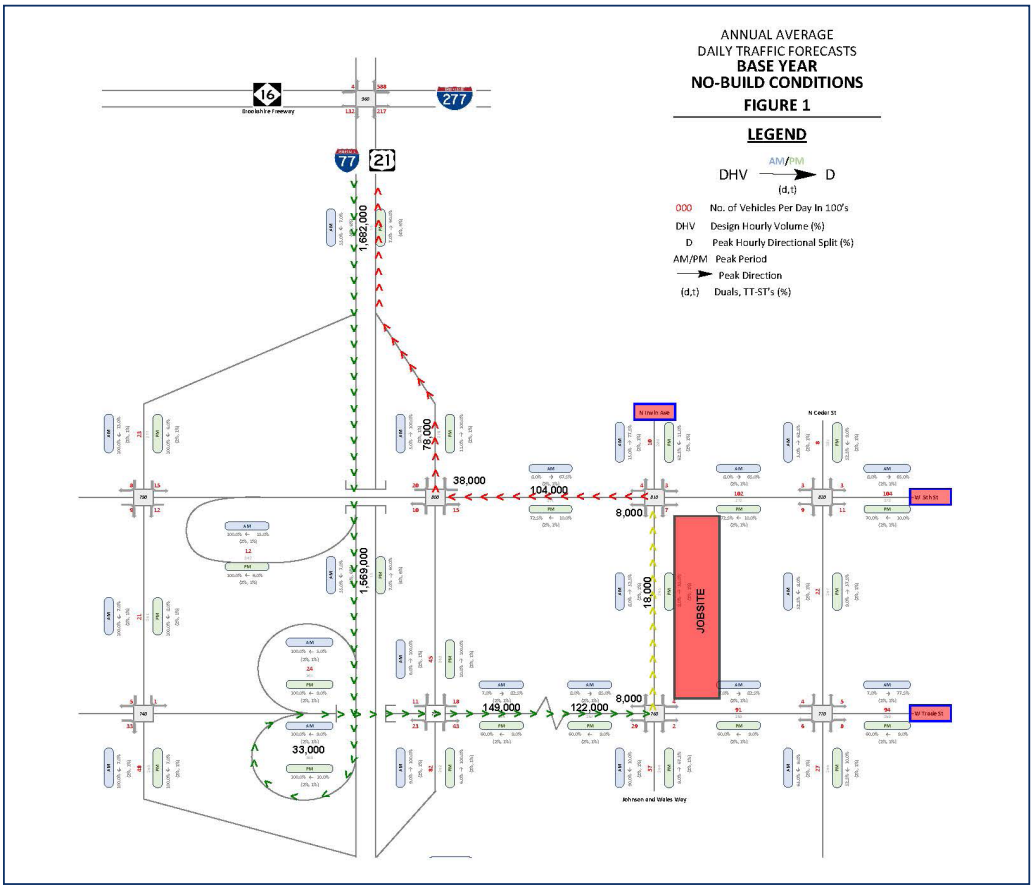
But successful delivery goes beyond logistics. **We understand the value of clear communication and well-orchestrated phasing. Our team has managed multiple infrastructure projects on occupied campuses, working hand-in-hand with university departments, facilities teams, and end-users.** From traffic control to construction sequencing, we're committed to keeping stakeholders informed and disruptions minimal. Our traffic plan approach is included on the next page.

We know the terrain. We know the systems. And we know how to deliver infrastructure projects that move the campus forward, without slowing it down.

Weekly Traffic Plans for Seamless Coordination



We will provide weekly traffic plans to support clear communication and minimize campus disruptions—an approach we used at UNCG's Chilled Water Improvements project as well as at NCSU and ECSU. These updates allow us to proactively manage deliveries, protect pedestrian access, and maintain safe, coordinated movement throughout campus during construction.



Jobsite Traffic Patterns

We bring extensive experience managing construction in high-traffic environments. Our ability to analyze and utilize traffic data drives safety, minimizes disruption, and supports efficient operations in complex settings like active campuses.

For a previous urban project, we conducted a detailed analysis of annual average daily traffic forecasts, including base year no-build conditions, vehicle counts per day, design hourly volumes, peak hourly directional splits, peak periods and peak directions. This comprehensive traffic data allows us to develop optimized trucking routes and schedules, encouraging minimal disruption during construction.

By combining traffic forecasts with collaboration from local agencies and transit operators, we can safely navigate active transit systems and pedestrian pathways. Our approach includes designing alternative sidewalk routes, such as covered walkways, and scheduling timed crane operations to avoid peak traffic periods, driving pedestrian safety and smooth transit flows. **On a university campus, where pedestrian and vehicular traffic is dynamic and concentrated, this expertise is invaluable. Del has experience developing traffic control plans for UNCG's active campus for the Chilled Water Improvements project, demonstrating our ability to manage complex environments while driving safety and efficiency.** This same data-driven approach will guide the creation of construction schedules and routing plans tailored to the campus's unique traffic patterns, seamlessly integrating with peak academic and operational periods. Our methodology delivers a balanced approach that prioritizes safety, accessibility, and efficient construction operations—while minimizing disruptions to campus life.

Diversity + Inclusion are embedded in everything we do.

Building Capacity is Essential

Our team is committed to achieving UNCG's diverse business participation goals on this project. Just as important to our team, is the growth of the HUB/MWBE firms while entrusted to us on our jobsites. Our team is committed to furthering the development of the leadership team of our HUB/MWBE partners. We are committed to equipping each trade partner with the tools and support they need to flourish. We work with our partners and provide the following: Goal Setting, Personalized Support Plans, Workshops, Trainings and Mentorship. Balfour Beatty finds strength in our partnerships. We are aggressive with our approach to engaging, enlisting and encouraging minority participation locally and from surrounding cities or states.

Diverse Project Team & Workforce

Diversity is a part of our team's corporate culture and is reflected in the diverse group of men and women managing this project both in the office and field. It is important that everyone at Balfour Beatty understands that training and mentoring the next generation of construction industry leaders and MWBE/HUB businesses is paramount to our continued success.

Our Commitment to Diversity

Our team's approach to diversity is governed by two guiding principles: adopt an unparalleled commitment to diversity and execute our mission, goals and objectives with full accountability. The end result is participation that consistently exceeds goals and promotes the long-term success of MWBE/HUB firms. We see the value in creating strategic partnerships with smaller MWBE/HUB firms in our community as a means of mentorship and understand that a diverse and inclusive team makes for a stronger team experience.

Understanding Current Market Trends

With over $1 billion in MWBE project experience, our team understands how to maximize participation in meaningful ways. We prioritize early, consistent communication with MWBE/HUB trade partners, identify opportunities to involve both 1st and 2nd tier firms, and take a purposeful approach to bid package creation to encourage smaller partners to compete. Throughout bidding and construction, we stay actively engaged to provide the support these firms need to succeed.

Meet LaQuiana Bailey!

Certified by the American Contract Compliance Association (ACCA), LaQuiana possesses over 14 years of government experience in contract compliance and program development for emerging businesses. Passionate about sustainable diversity and inclusion, she excels at meeting equity goals and fostering valuable relationships, making her instrumental to Balfour Beatty's mission for meaningful change.

In the past three years, we have exceeded Minority and HUB participation goals on numerous projects. With an infrastructure project like this one, obtaining maximum HUB participation can be challenging due to the unique scope of work required. However, we will strive for and are committed to a 10% participation goal.

Upon award, our team will work closely with UNCG to tailor a comprehensive diversity plan specifically designed to achieve the 10% project goal. The following six-step approach outlined below is typical of our SCO projects and defines our foundational principles that will be implemented in conjunction with UNCG's goals for minority on the project. This unique opportunity will require a more tailored plan in conjunction with UNCG due to the nature of the work and how it will be subcontracted.

The outlined six-step approach defines our foundational principles that will be implemented in conjunction with your MWBE and HUB goals.

1 **Extensive Outreach** It's important that our team encourages interest within the MWBE/HUB community regarding the project. We will plan community-focused outreach meetings and information sessions aimed at informing MWBE/HUB businesses and local citizens of work opportunities. We will be available to address any questions or concerns and encourage goodwill amongst our team and the community.

2 **Prequalification** Our prequalification process provides meaningful insight into both the capabilities and challenges of our trade partners, helping us identify where support is needed to reduce barriers to participation. Before finalizing the prequalified bidder list, our team will meet with UNCG to review and address any concerns—giving the university an active voice in shaping the pool of bidders.

3 **Technical Assistance** Reducing the barriers of entry is vital to broadening our reach with MWBE/HUB contractors. Careful consideration goes into bid package breakdown of smaller and more manageable work bundles to encourage participation. We also enable and encourage partnerships between first tier firms and lower tier MWBE/HUB trade partners.

4 **Contract Compliance** Our team is committed to complying with UNCG's goals and expectations. We will make the project plans, specifications and all pertinent documents available to contractors for review and bidding. We will goal set with UNCG and look to exceed expectations.

5 **Certification Assistance** Our team prioritizes strengthening and building capacity in our MWBE/HUB community. We will be proactive with obtaining MWBE/HUB certified firms for the project. We will host hands-on workshops to aid firms with MWBE/HUB certification. Our MWBE/HUB partners receive mentoring in estimating, pay applications, safety and scheduling to leave our projects better equipped.

6 **Preparation of Reports** We will provide monthly MWBE/HUB and community engagement reports to UNCG for review. The project team will monitor the performance of our MWBE/HUB partners working on the project and offer necessary guidance to aid in each firm's successful completion of this project.

APPENDIX G

Non-Collusion and Non-Suspension Statement

The undersigned certifies that Balfour Beatty Construction, LLC, 406 South McDowell St #200, Raleigh, NC 27601, North Carolina General Contractor License Number 22725, has not in connection with this proposal or in any instance engaged in any conspiracy, combination, or any other act in restraint of trade or commerce declared to be unlawful by the provisions of N.C.G.S. 75-1 and 75-2 where the combination, conspiracy or other unlawful act in restraint of trade involves a contract for construction, renovation or repair, let or to be let by a governmental agency or a subcontract for construction renovation or repair with a prime contractor or proposed prime contractor for a governmental agency. N.C.G.S. 133-24.

Furthermore, the undersigned certifies that it is familiar with the response to the RFP for UNC Greensboro Campus Steam and Condensate Infrastructure Improvements and that said response, is fair and proper and is not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the undersigned or any of its agents, representatives, owners, employees or parties in interest. N.C.G.S. 133-30.

Finally, the undersigned certifies that it has not been suspended from bidding by the North Carolina State Building Commission or any other State building authority and that it is not an affiliate or subsidiary of any company suspended by the North Carolina State Building Commission or any other State building authority.

By _____
Title President - Carolinas
Date July 11, 2025

IN WITNESS WHEREOF, I have hereunto set my hand and Notarial Seal this the 11th day of July, 2025.

Megan P. Whalen
Official Signature of Notary

Megan P. Whalen, Notary Public
Notary's Printed or Typed Name

1/30/2030
My Commission Expires:

MEGAN P. WHALEN
Notary Public, North Carolina
Mecklenburg County
My Commission Expires
January 30, 2030

Expiration Date

2025

License No.

22725

North Carolina

Licensing Board for General Contractors

This is to Certify That:

Balfour Beatty Construction, LLC

Goldsboro, NC

is duly registered and entitled to practice

General Contracting

Limitation: Unlimited

Classification: Building

until

December 31, 2025

when this Certificate expires.

Witness our hands and seal of the Board.

Dated, Raleigh, N.C.

01/01/2025

This certificate may not be altered.

LICENSING BOARD FOR GENERAL CONTRACTORS
MAY 20, 1775
NORTH CAROLINA

Chairman

Secretary-Treasurer

TRAVELERS

June 27, 2025

The State Of North Carolina By and Through UNC Greensboro
105 Gray Drive
Greensboro, NC 27412

RE: Campus Steam & Condensate Infrastructure Improvements

Ladies and Gentlemen:

Balfour Beatty Construction, LLC requests consideration to provide their services for the referenced project. In this regard, they have asked us to provide a letter outlining evidence of their single and aggregate bonding capacities.

Travelers Casualty and Surety Company of America serves as the lead surety for **Balfour Beatty Construction, LLC** in a co-surety for a program arranged with the following sureties: Travelers Casualty and Surety Company of America with an A.M. Best Rating of A++ XV, Fidelity and Deposit Company of Maryland (a subsidiary of Zurich Financial Services Group) with an A.M. Best Rating of A+ XV & Liberty Mutual Insurance Company with an A.M. Best Rating of A XV. Each of these sureties is admitted and licensed to do business in all fifty states and the District of Columbia and are included on the United States Treasury list of acceptable surety corporations, as well as serving as an integral part of the overall co-surety program for **Balfour Beatty Construction, LLC**.

This is to advise that as co-surety partners, we have approved bonds on individual projects in excess of $700,000,000 with a total aggregate bond limit established at $6,000,000,000. Based on the information provided at this time, adequate backlog and bonding capacity remains for **Balfour Beatty Construction, LLC** for this project.

Please understand that authorizations or approval of any bonds are subject to our standard underwriting at the time of the individual bond request, including a review of acceptable bond forms, contract financing, contract terms, and other standard underwriting considerations.

Our consideration and issuance of bonds is a matter solely between **Balfour Beatty Construction, LLC** and ourselves, and we assume no liability to third parties or to you by the issuance of this letter.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

Noah William Pierce
Attorney-in-Fact

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA
HARTFORD, CONN.

TRAVELERS

Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **NOAH WILLIAM PIERCE** of **DALLAS** , **Texas** , their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, **2021**.

State of Connecticut

City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, **2021**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, **2026**

_____
Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **27th** day of **June** , **2025** .

_____
Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.

B. HUB Participation: Describe the program (plan) that your company has developed to encourage participation by HUB firms to meet or exceed the goals set by North Carolina General Statute 143-128.2. Please explain how the firm will address minority participation in the management levels of the company. Include a HUB plan in the proposal. Provide documentation of HUB participation that the firm achieved over the past three (3) years on both public and private construction projects. Outline specific outreach efforts that your firm will take to notify HUB firms of opportunities for participation. Indicate the minority participation goal that you expect to achieve on the project.

This the 11 day of July, 20 25

COMPANY NAME Balfour Beatty Construction, LLC

By: _____

Title: President - Carolinas

Attest: Holly Cabrera

(Corporate Seal)

BALFOUR BEATTY CONSTRUCTION, LLC LIMITED LIABILITY COMPANY SEAL 2004 DELAWARE

VERIFICATION

I HEREBY CERTIFY THAT THE RESPONSES OF Balfour Beatty Construction, LLC ARE CORRECT AND TRUTHFUL TO THE BEST OF MY KNOWLEDGE AND FOR THOSE RESPONSES GIVEN WHICH ARE BASED ON INFORMATION AND BELIEF, THOSE RESPONSES ARE TRUE AND CORRECT BASED ON MY PRESENT BELIEF AND INFORMATION.

This the 11 day of July, 20 25

BALFOUR BEATTY CONSTRUCTION, LLC LIMITED LIABILITY COMPANY SEAL 2004 DELAWARE

(Corporate Seal)

COMPANY NAME Balfour Beatty Construction, LLC

By: _____

President

Attested: Holly Cabrera

Secretary

STATE OF North Carolina

COUNTY OF Mecklenburg

I, Megan P. Whalen, a Notary Public in and for the County and State aforesaid, hereby certify that Holly Cabrera personally came before me this day and acknowledged that he/she is secretary of Balfour Beatty and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its president, sealed with its corporate seal, and attested by him/herself as is secretary.

Witness my hand and official seal, this the 11th day of July, 2025.

Megan P. Whalen
Official Signature of Notary

Megan P. Whalen, Notary Public
Notary's Printed or Typed Name

1/30/2030
My Commission Expires:

MEGAN P. WHALEN
Notary Public, North Carolina
Mecklenburg County
My Commission Expires
January 30, 2030

Our purpose is

“to be a Relentless Ally for the success of each and every dream we are entrusted to build.”

Balfour Beatty

406 South McDowell Street, Suite 200
Raleigh, NC 27601
www.balfourbeattyus.com