Who We Are

Oakwell is a real estate and infrastructure firm providing capital, engineering, and project delivery services to healthcare and higher education institutions.

We are a one-of-a-kind group of leading engineers, financiers and real estate experts working together to unlock significant savings that expand access to patient care and drive student success.

Oakwell's Vision for 2035

1 Million

Number of people who will gain **access to quality healthcare** through the cost savings created by Oakwell

+

1 Million

Number of students who will gain **access to affordable higher education** through the cost savings created by Oakwell

What We Do

We prevent hospitals and universities from overspending on construction and energy.

Healthcare

6,093
Number of **hospitals** in the United States[1]

$70 Billion
Annual healthcare **construction spending** in the United States[2]

1.1%
Median operating margin of non-profit health systems (2025)[3]

Education

4,000
Number of **degree granting colleges and universities** in the United States[4]

$139 Billion
Annual education **construction spending** in the United States[5]

$156/ Gross square feet
Average deferred campus maintenance backlog (2026)[6]

1. AHA 2025 Data 2. FRED St Louis 3. Fitch Ratings, Becker's Review 4. NCES Data 5.Census Bureau 6.Gordian State of Facilities Report 2026

We have saved our clients over

$670 Million

which translates to

33,500 inpatient stays

90,600 Pell-equivalent grants

all while making them more efficient, sustainable, resilient, and future-ready.

The Oakwell Model : Our Differentiated Solution

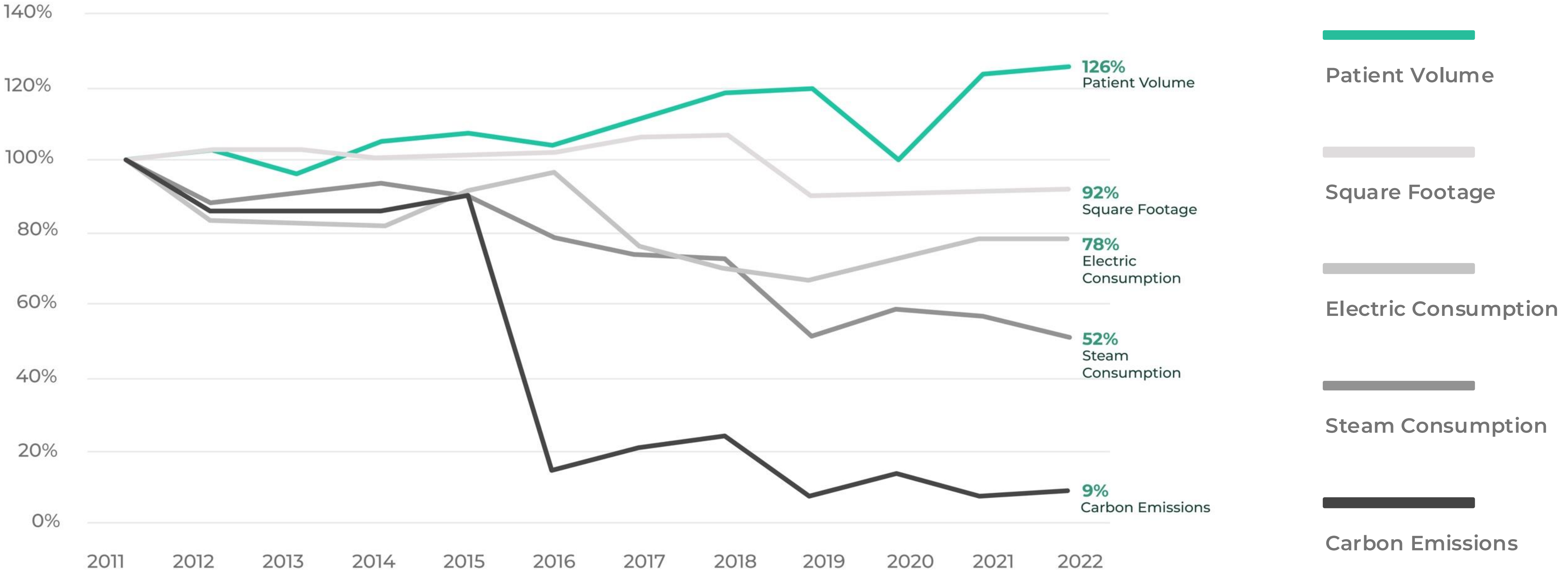
Discover
Inefficiencies and Cost Saving Opportunities

Design
High ROI Solutions

Deliver
Turnkey Solutions With Transparency

Finance
Projects To Free Up Capital For Health Systems

The graph below shows overall reduction in square footage, consumption & emissions at BMC, as patient volumes rise.



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Transparent Project Delivery

Oakwell's unique, flagship product that derisks project delivery for Owners and creates higher returns on capital investments.

A Plain Language Guide To

Transparent Project Delivery

A Better Way To Deliver Capital Projects

Who This Guide Is For

If you are frustrated by how unpredictable and expensive construction has become.... this guide is for you.

If you are a ....

Executive Sponsor

Financial Leader

Facilities Leader

PMO

.... responsible for capital projects at a health system or a higher-ed institution

And if you find yourself asking ....

Why do construction projects almost always cost more than planned?

Why do we have to set aside so much contingency that we rarely get back?

Why am I making financial decisions without clear visibility into risk or tradeoffs?

.... this guide is for you.

Most project delivery models were never designed for today’s level of volatility.

The Problem Most Owners Are Facing Today

Over the past decade, the cost of building hospitals, academic buildings, and infrastructure has increased dramatically, forcing CFOs and sponsors to approve capital without having full clarity.

Rising costs and uncertainty

- Costly Materials
- Costly Labor
- Uncertain Schedules

Resulting in

Increased financial risk

- Carrying Large Contingencies
- Delayed or Canceled Projects
- Late-stage Scope Changes

The owner bears most of the risk, even though they have the least control over day-to-day construction decisions.

The Problem Most Owners Are Facing Today

Risks are discovered late

Problems turn into change orders, creating scope creep

Contingency is spent haphazardly, not strategically

Financial decisions feel reactive, instead of planned

Owners aren't making poor decisions—the traditional delivery model itself is working against them.

From…

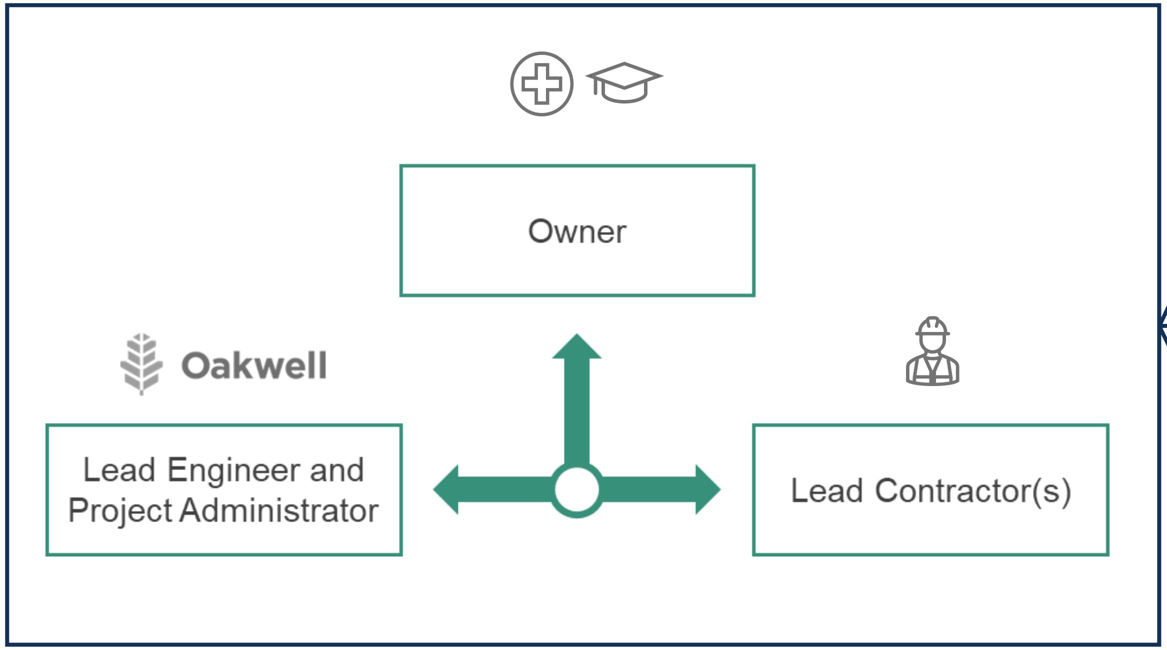
“How do we transfer as much risk as possible to contractors?”

To…

“How do we identify and manage risk earlier—before it becomes expensive?”

- *Understanding the project together early*
- *Making risks visible instead of hidden*
- *Aligning everyone around the same financial outcome*
- *Rewarding efficient solutions that reduce cost and disruption while improving quality*

One Contract For Multiplied Impact



Open Book Financials

This is what makes this model ‘Transparent’. All costs are visible to all parties involved, at all times – from planning to turnkey delivery of the project.

Provider Profits at Risk

Contractors and designers have something to lose. If the project goes over the base planned cost, their profits take the first hit. Owner’s contingency stops acting as their cushion.

Shared Savings Agreement

When projects come in under the planned base cost, everyone is rewarded. 50% of unused budget is returned to the owner, and the rest is split between designers and contractors.

How This Approach Works (In Plain Terms)

Costs are built in the open

No lump-sum pricing or unverifiable assumptions. Costs are developed transparently. **Owners can actually see:**

- What things truly cost
- Where uncertainty exists
- How decisions affect the overall outcome
- This makes financial conversations clearer—and earlier.

The whole team is aligned early

Design, construction, and owner representatives work together early to:

- Confirm what is actually being built
- Understand site conditions
- Identify operational risks (patients, students, research, housing, utilities)
- Build a realistic schedule and cost plan before committing fully.

Surprises don't disappear—but they are far less expensive when found early.

Incentives encourage the right behavior

Traditional models often reward protecting individual interests, pushing risk to others, maximizing claims when things go wrong. This approach flips that dynamic. Teams succeed financially when:

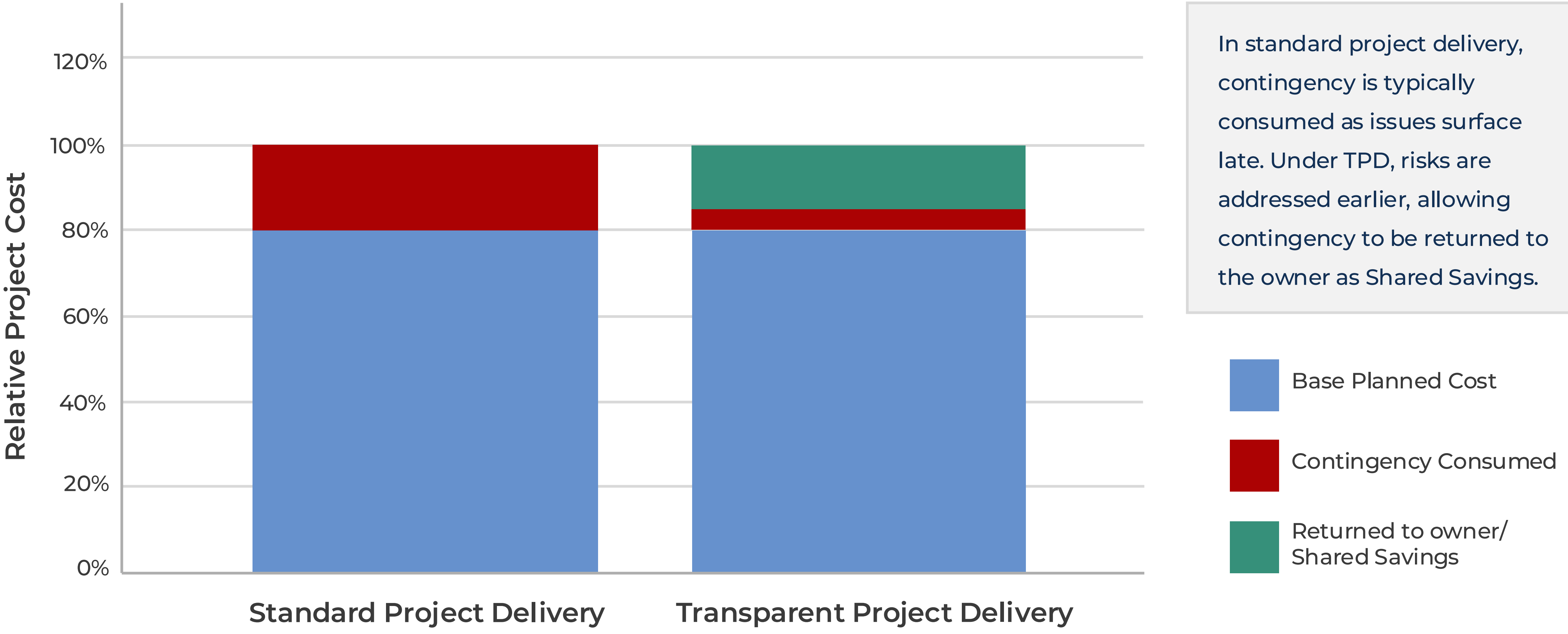
- Risks are reduced
- Problems are solved early
- The final cost comes in at or below the agreed plan
- When everyone benefits from the same outcome, behavior changes.

Contingency becomes a tool, not a cushion

Instead of holding excessive "just in case" contingency this approach:

- Ties contingency directly to identified risks
- Tracks how and why it is used
- Returns unused funds instead of burying them in final cost. For CFOs, this is often a meaningful change.

Shared Savings: The Incentive Behind Behavior Change

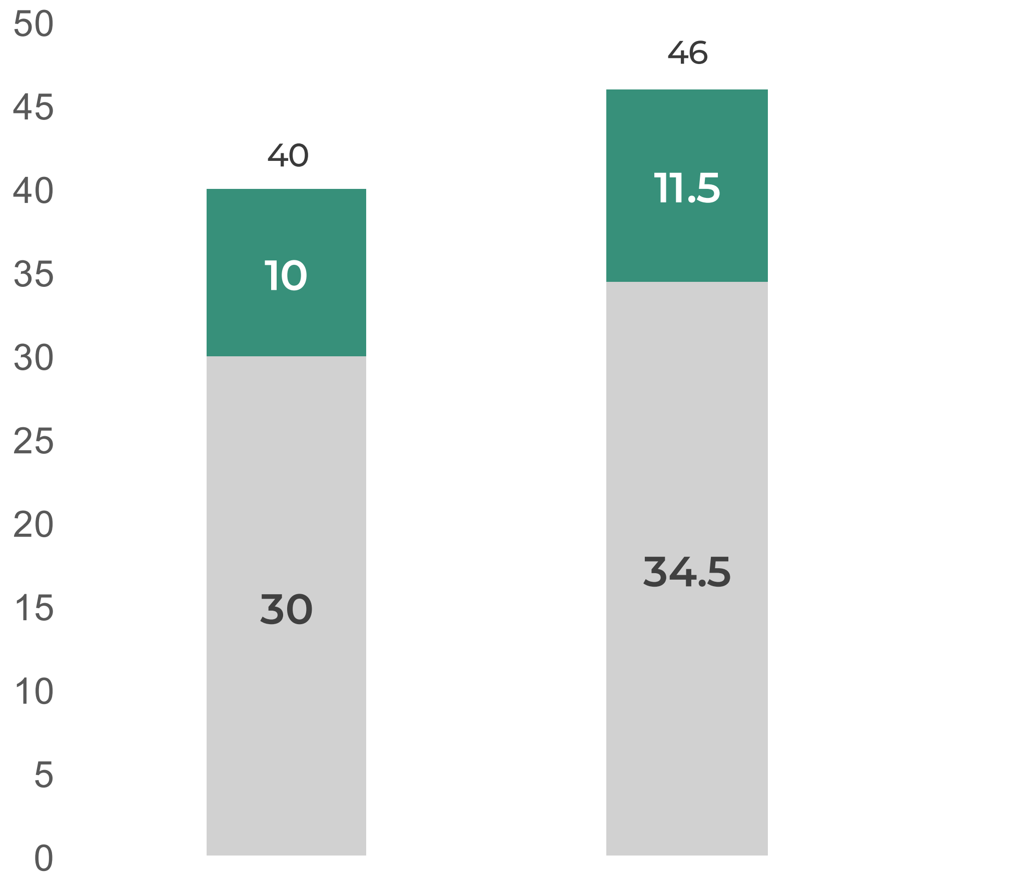


In standard project delivery, contingency is typically consumed as issues surface late. Under TPD, risks are addressed earlier, allowing contingency to be returned to the owner as Shared Savings.

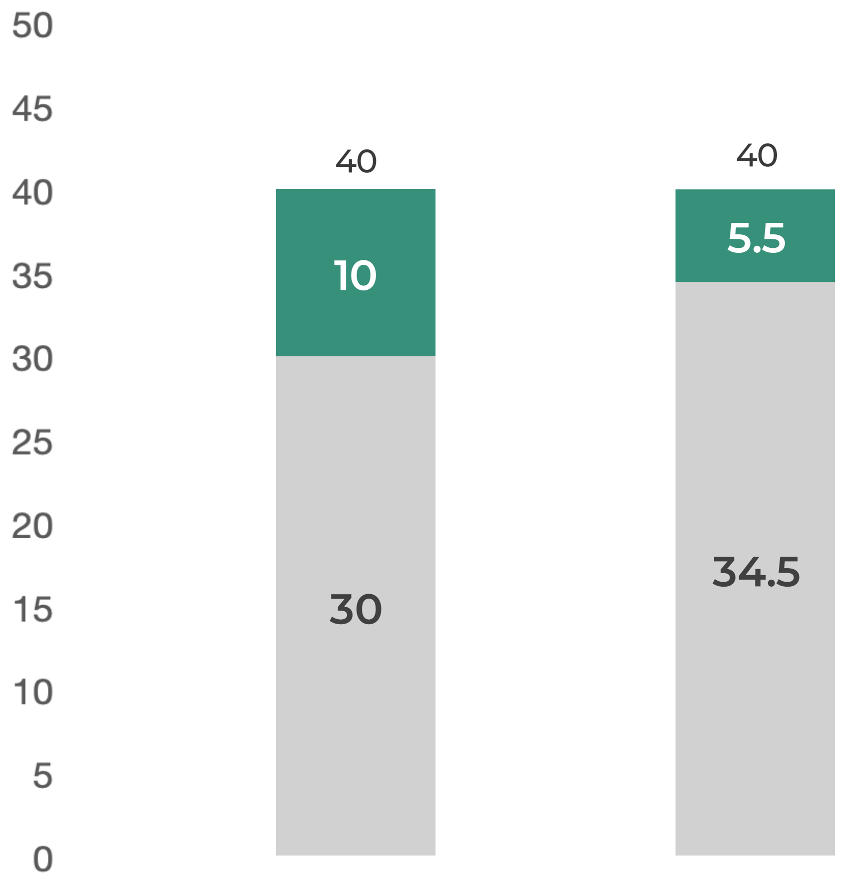
Transparent Project Delivery transfers the risk of cost overages to designers and contractors and rewards them for their efficiency through shared savings.

How It Works | 15% increase in construction costs on a $40M project

Standard Project Delivery | **Owner bears all risk** of cost overruns while designer and contractor profits grow



Transparent Project Delivery | Designers and contractors' **profits are in first loss position** if project exceeds costs



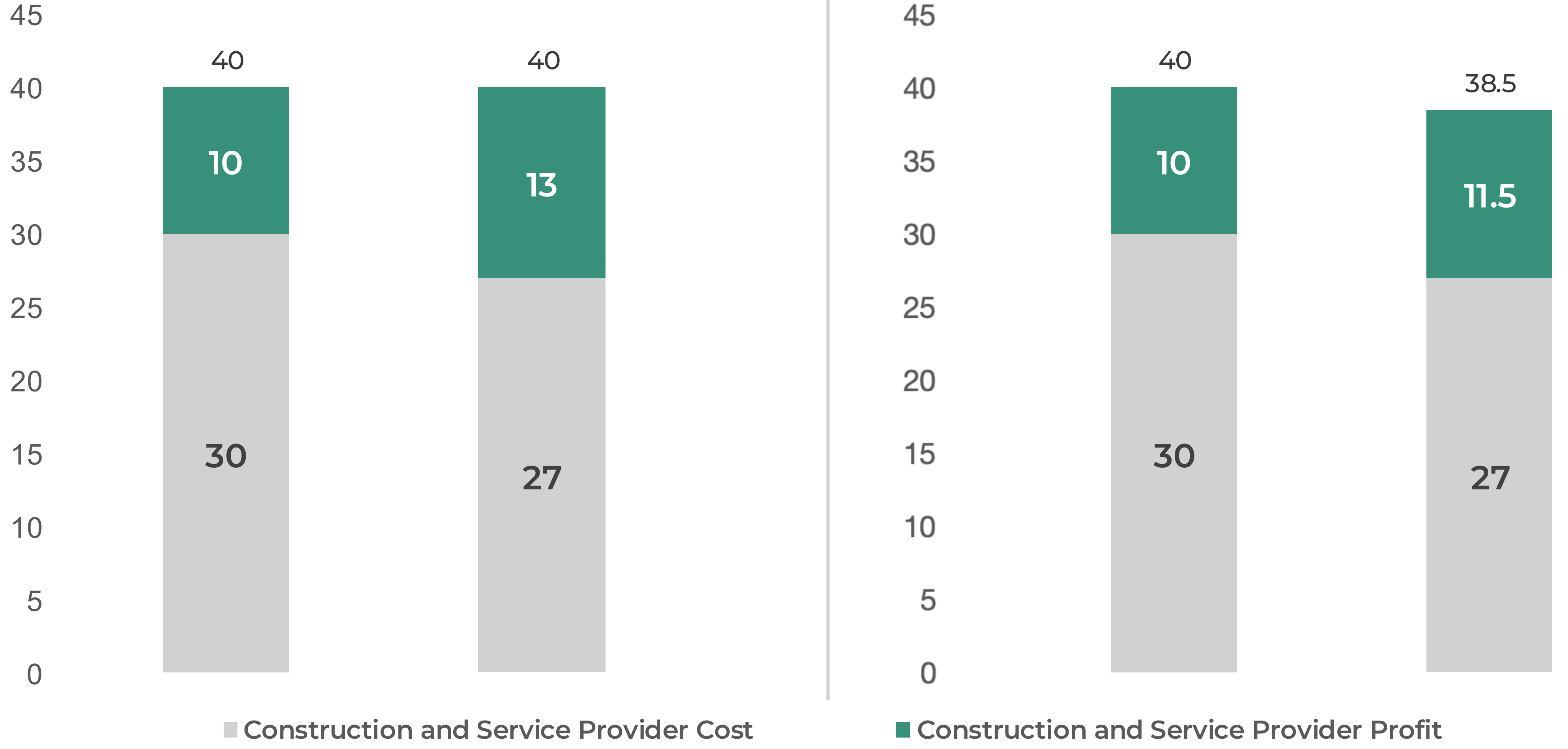
Construction and Service Provider Costs

Construction and Service Provider Profits

How It Works | 10% decrease in construction costs on a $40M project

Standard Project Delivery | **No savings accrue to owner** if construction costs decrease.

Transparent Project Delivery | **Owners gain half of the cost savings** and share the rest with service providers



When everyone works toward the same success metric, animosities and weaponized change orders disappear.....

.....making way for trusted partnerships.

Why This Matters for Health Systems and Higher Education

They are active environments with real-world consequences:

- Patient safety and infection control
- Academic calendars and research continuity
- Student housing and campus life
- Utilities, shutdowns, and access constraints

This delivery approach explicitly plans for those realities instead of reacting to them. It allows institutions to:

- Improve their revenue
- Protect operations during construction
- Reduce financial surprises
- Stretch limited capital further

This is not a ....

New Technology Platform

Software Product

"One-size-fits-all" Construction Contract

Loss of Owner Control

This is a governance and financial framework designed to give owners more clarity and control—without requiring them to become construction experts.

Clear Governance Without Added Complexity

Transparent Project Delivery introduces a simple, disciplined governance structure that gives owners clearer control without adding bureaucracy.

Executive Group:
Owner's Team, Oakwell Team, and the Contractor

- Align project goals
- Approve major decisions
- Resolve issues early, before they cascade

Operations Group:
Project Leadership Team

- Manage day-to-day decisions and cost
- Schedule transparently using shared data
- Enable unanimous decision-making

Financial decisions are made early, risks are addressed collaboratively, and accountability is clear—without requiring Owners to manage construction details themselves.

Why Executives Should Pay Attention To This Model

Executives and boards tend to care about the same core outcomes:

- Best use of capital
- Cost certainty
- Risk visibility
- Credible decision points

This approach is designed to support those outcomes directly.

The Question Is No Longer

"Can we afford to build?"

It Has Become ….

"Can we afford to keep building the same way?"

Case Study: Transparent Project Delivery

Before

75-year-old offsite steam boiler plant at the end of its useful life

- Occupying 5,300 sq. ft land parcel
- High fossil fuel usage, emissions and energy costs
- Wasted heat through underground piping

After

Two new onsite boiler plants within the main Grady building


Representative image


Representative image

- Prevented inefficient use of owner's capital
- Reduced emissions, heat waste and excess fossil fuel use
- High ROI, freed up capital and land through efficient design

$30 million in cost savings for Grady Health

Grady

Transparent Project Delivery: The Formula We Used At Grady

	Transparent Project Delivery (TPD)	Standard Project Delivery
Profit-at-Risk	100% provider profit tied to project performance	Profit protected regardless of outcome
Cost Transparency	Full open-book financials, real-time visibility	Partial visibility, summarized reporting
Target Cost	Jointly validated target cost	Estimates evolve into lump-sum
Shared Savings	Savings shared between owner and providers	None; savings retained privately
Cost Certainty Timing	Early cost certainty through validation	Late-stage cost certainty
Governance Structure	Unified, multi-party governance	Fragmented decision-making
Engineering Design	Efficient design tied to savings	No incentive for efficient, cost-saving designs

$30 million in cost savings for Grady Health

What Next?

If this high-level overview resonates, the expert-level guide goes deeper into:

- Governance Structure
- Cost and Risk Management
- Incentives and Shared Savings
- Change Management and Operational Protections

At that point, you are not learning construction—you are evaluating a different way to manage risk and capital.

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