

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
PROJECT REVIEW COMMITTEE (PRC)

**APPLICATION FOR RECERTIFICATION OF PUBLIC BODY**  
*RCW 39.10 Alternative Public Works Contracting*  
*General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)*

The CPARB PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

**Identification of Applicant**

- a) Legal name of Public Body (your organization): **Washington State University**
- b) Address: **McCluskey Services Building, 425 East Grimes Way, PO Box 641150, Pullman, WA 1164-1150**
- c) Contact Person Name: **Joe Kline, P.E.** Title: **Assistant Vice President, Facilities Services, Capital and Operations**
- d) Phone Number: **509-335-9024** E-mail: **jkline@wsu.edu**
- e) Effective Dates of current Certification **4/26/2022** GC/CM **12/24/2021** DB
- f) Type of Certification Being Sought  GC/CM  DB

**1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10**

*(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

Provide your agency's processes. If there have been any changes to your agency's processes since certification/re-certification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

**WSU Response:**

The process of determination and subsequent approval still begins as an evaluation and recommendation by the WSU Facilities Services Project Manager who then reviews their findings with the Assistant Vice President, Facilities Services. From there, the review and approval process moves vertically to the Associate Vice President of Facilities, the Vice President for Finance and Administration, the President and the Board of Regents for final approval.

We have learned that some extenuating circumstances call for slight adjustments to this approval process. As an example, due to time constraints and availability we have found review and approval at the Executive Level (AVP/VPBA) can occur simultaneously with no effect on the integrity of the process.

**2. Project Delivery Knowledge and Experience**

*(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.*

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project [*planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost*]. Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/re-certification.

## WSU Response:

As one of the originally authorized public agencies to utilize alternative contracting procedures, Washington State University continues to deliver successful projects that serve the campus community while meeting programmatic objectives. WSU has delivered over 30 GC/CMs, 7 Job Order Contracts and 32 design-builds. In the last 3 years since our last recertification, we have awarded a new JOC Contract, and 10 Design-Builds (2 of which are classified under our new under 2 Million authorization). Please reference Exhibit 1 for status of current Alternative Delivery Projects that also identifies in detail the projects delivered within the last three years. While the university has focused on the design-build process over the last 10 years for its major capital construction projects, we continue to evaluate projects as they arise to determine the best project delivery methodology for projects with inherent complexities and fast tracked schedules while seeking to benefit the University with innovative solutions to design challenges.

We took a year off from our Design-Build Forum as we responded to the pandemic, but returned to successfully host the 2021 Forum in a combined in-person and virtual format. This year's conversation largely focused on the design phase. The engaging and thought provoking ideas shared by our panelists encouraged us to discuss internally our early contract phases in an effort to give the Design-Build team more input, and to facilitate an opportunity to grow the pool of Design-Builder's through our Under 2M authorization.

The new authorization has provided us with a venue to train, encourage and grow the pool of small businesses trained to become prime design-builders in Eastern Washington. We have approached the opportunity through a lens of providing new design-builders the arena and tools to not only compete in Design-Build, but to engage in successful management and completion of design-build projects. Our hands on, one on one approach is a hallmark of the program and is embraced throughout our organization from top down to all team members on the project.

Our culture of being an engaged owner and partner in projects is exemplified in how our management staff has engaged in educational opportunities both locally, regionally and at the National level. Three of our Project Managers are DBIA certified, and three are DBIA Associates. Staff consistently attend regional and national conferences including DBIA, CMAA and NCIDQ. Our department not only has extensive in-house training programs but also a mentorship project management methodology to ensure processes and procedures are uniform and passed down from senior staff. This willingness to train extends to our engagement, training and support we gladly provide to the contracting community.

Due to a combination of program complexity/specialization, time constraints, budget constraints and our desire to foster a highly collaborative yet innovative designer and builder relationship, we have found the design-build alternative delivery as the most successful methodology to use on our high risk projects. The following is a summary of our current design-build procurement process:

For Pre-Procurement, we often select a programming consultant to create a project program, assist with the development of the RFQ and RFP packages, and assist with review of the RFQ & RFP responses.

Utilizing RCW 39.10.330 as our guide we procure using the following steps:

- Determination of Alternative Project Delivery methodology.
- Create project committee for review and selection of DB Team. Committee will participate throughout RFQ & RFP phases.
- Solicit Request for Qualifications (RFQ)
- Select short list of DB teams and distribute Requests for Proposals (RFP).
- Hold RFP informational meeting with DB team finalist representatives present to establish RFP process.
- Communicate clarifications to all DB teams via addenda.
- Hold proprietary meeting(s) with each team to engage users and provide program clarity to team.
- Receive final proposals from each DB team.
- Make final selection, notify and debrief unsuccessful DB teams, and provide honoraria accordingly.
- Award and enter the first phase of a multi-phased contract (which varies based upon D-B Delivery model).

- Culminate in award of GMP for final design and construction.

Our GCCM procurement has similarities to the above and closely follows RCW 39.10.360. GCCM selection is based on qualifications and cost without a design component. WSU has a well-defined GCCM procurement process and no significant changes have been made since our last recertification.

WSU has not had to mediate any disputes since our last recertification. We attribute this to our continual process improvement, with the advice of counsel, to makes any necessary contract changes to ensure the contract terms are clearly stated, fair and reasonable.

### 3. Personnel with Construction Experience Using the Contracting Procedure

*(RCW 39.10.270 (3)(b)(ii) Limit response to two pages or less.*

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification/re-certification. Do not include outside consultants.

#### WSU Response:

While WSU has experienced some staffing changes since our previous certification, the overall organizational structure has remained the same. Exhibit 2 includes an updated listing of all Project Manager and Construction Manager Personnel as well as their related experience. Exhibit 3 includes the current organizational chart.

### 4. Resolution of Audit Findings on Previous Public Works Projects

*(RCW 39.10.270 (3)(c)) Limit response to one page or less.*

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification/re-certification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

#### WSU Response:

There have been no audit findings since our last recertification application.

### 5. Project Data Collection

Please provide a matrix listing all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's capital plan projected to start within the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Whether or not project data has been entered into the CPARB Data Collection System? *(RCW 39.10.,320 and .350) [Yes or No; if No, why not?]*
- Is the project complete *[Yes or No]*

#### WSU Response:

WSU intends to provide all requested data entered into the Data Collection System immediately upon the ability to do so. Please reference attached Exhibit 1 – Alternative Delivery Projects (Past 3 years and Projected 3 years) for the requested data.

**6. GC/CM Self Performance** *(complete only if requesting GC/CM re-certification)*

*Responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB.*

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

**WSU Response:**

N/A

**7. Subcontractor Outreach**

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

**WSU Response:**

Here at WSU we see the need for diverse business as more than just an exercise in participation, we see it as an answer to the need to grow the pool of businesses in Eastern Washington. We see an opportunity to have a successful base of contractors where diverse businesses are first choice because they are competitive and sought after. Diverse business inclusion is so important to Facilities Services, that we are proactively engaging in all avenues available to us; as members and co-chair of the Business Equity/Diverse Business Inclusion Committee, through our Under 2M Design-Build authorization, and contract changes designed to extend opportunities and break down barriers for the small and diverse business communities. We see alternative public works as a tool to leverage our influence as a public agency to implement innovative solutions that can change the landscape of public works in Washington State.

Some of the ways we tangibly have sought to improve the landscape for diverse businesses to engage with WSU include:

- Prompt pay provisions piloted in one of our Design-Build Agreement. A program designed to reduce the risk for small and disadvantaged subcontracted businesses typically at risk of having to cash flow public works projects because of the trickledown effect of payment terms to receive payment, not based on the typical paid when paid terms, but instead paid upon invoiced.
- Phase 1 B2GNow implementation. We have been honored to be invited to join the table with OMWBE as they develop and deploy the B2GNow system to provide transparency to payment terms on contracts involving subcontractors/sub-tier vendors. As one of the few agencies in Washington State to have already deployed Workday as an enterprise solution, we look forwarding to bringing the integration potential of the program to light.
- Inclusive insurance requirement modifications in our Design-Build Contracts. We heard and responded to the need to have reasonable professional liability insurance requirements for sub-consultants who experienced a barrier in obtaining the level of insurance required by our contract, while the value of their services did not even exceed the level of insurance required. By making the change we accepted an appropriate level of risk that would allow firms to get in the door and obtain the much needed experience to reach a professional point that they too could obtain the higher level insurance in the future.
- Inclusion plan focus toward industry growth. There is power in planning and we believe that an inclusion plan should not simply be a percentage goal, so easy to measure but so hard to achieve. It should be a multifaceted opportunity to build a strong industry. We look for our contractors to have plans that not only hope to seek out and find diverse business, but to include programs and tools to help those businesses be successful into the future.
- One on one training and support. Our staff who are industry expert contract mangers, project managers and construction managers gladly take the time/effort to walk along side, support and train diverse businesses to be successful throughout the life cycle of the project.

If inclusion at WSU is working as we hope, then it should look and feel like a thriving and diverse industry.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request for recertification, you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Public Bodies may renew their certification or re-certifications for additional three-year periods provided the current certification has not expired.

Signature: Joseph C. Kline

Name: (please print) Joe Kline, P.E.

Title: Assistant Vice President, Facilities Services

Date: 12/16/2021

Washington State University - Alternative Delivery Projects (Past 3 years and Projected 3 years)

Exhibit 1

Project #	Project Name	Project Description	Agency Project Number	Delivery Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
1	Indoor Practice Facility	Anticipated 80,000 GSF higher education athletic facility	1497-2021	Planned DB	TBD	TBD	N/A	N/A	25,000,000	TBD	Awaiting donor funding
2	Global Animal Health Phase 2	65,000 GSF higher education research/diagnostic laboratory facility	8522-2015	DB	Mar-17	Oct-19	Mar-17	Feb-21	61,300,000	61,300,000	State funding was split between bienium
3	Plant Growth Facility (Phase 1)	anticipated 25,000 GSF research greenhouse and headhouse facility	7772-2014	DB	TBD	TBD	Pending	Pending	15,000,000	TBD	Awaiting state funding
4	Tri-Cities Academic Building	40,000 GSF higher education academic facility	8589-2016	DB	Jan-19	May-21	Jan-19	Jun-21	30,400,000	30,400,000	
5	Plant Sciences Building (REC 5)	83,000 GSF higher education research facility	7651-2014	DB	Dec-16	Apr-20	Dec-16	Oct-20	66,000,000	66,000,000	Completion delayed due to funding
6	Baseball Clubhouse	13,000 GSF higher education athletic facility	8950-2016	DB	May-19	Oct-20	May-19	Nov-20	10,000,000	10,000,000	Completion delay due to power provider delay
7	Vancouver Life Sciences Building	Anticipated 60,000 GSF research and teaching laboratory facility	9748-2018	DB	Dec-20	Aug-23	Dec-20	Project in Process	57,000,000	Project in Process	Donor contributed additional funds to the project
8	Spokane Phase One Building Renvoation	100,000 GSF medical teaching facility	1549-2021	DB	Oct-21	May-23	Oct-21	Project in Process	15,000,000	Project in Process	
9	Pullman Life Sciences Building	Anticipated 50,000 GSF research and teaching laboratory building	TBD	DB	Jul-23	TBD	TBD	TBD	55,000,000	TBD	Schedule dependent upon State funding
10	Bustad Vivarium Renovation and Building Controls Replacement	Modernize existing vivarium and begin building controls upgrade	9283-2017	DB	Mar-20	Jan-21	3/25/2020	2/28/2021	2,500,000	2,500,000	Schedule delay due to COVID
11	Johnson Hall Demolition	Demolition of 170,000 GSF building	1543-2021	DB	Sep-21	Dec-22	DB Contract in Process	Project in Process	8,000,000	Project in Process	
12	Clark Hall Laboratory Renovation	Renovation of 29,300 GSF of Labs and Offices	1545-2021	DB	Sep-21	May-22	DB Contract in Process	Project in Process	4,900,000	Project in Process	

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Exhibit 1

Project #	Project Name	Project Description	Agency Project Number	Delivery Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
13	Building Automation System Network and Panel Upgrade	Upgrade BAS in multiple buildings	1564-2021	DB	Oct-21	Jun-22	DB Contract in Process	Project in Process	2,000,000	Project in Process	
14	Eastlick Teaching Labs Renovation	Modernize teaching labs	1556-2021	DB	Dec-21	Aug-22	DB Contract in Process	Project in Process	2,500,000	Project in Process	
15	New Campus Fire Protection and Domestic Water Reservoir	Construct a new water reseviour on the Pullman Campus	1576-2022	DB	Jan-22	Jun-23	TBD	TBD	8,000,000	TBD	
16	Womens Swim Team Space	New locker room and team space	8859-2016	DB	Jan-23	TBD	TBD	TBD	2,000,000	TBD	
17	Champions Complex	Student academic facility renovation	9214-2017	DB	Jan-23	TBD	TBD	TBD	15,000,000	TBD	

**Management and Construction Experience Matrix**

**Exhibit 2**

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases			Role Start	Role Finish
					Planning	Design	Construction		
1 Olivia Yang	Associate Vice President for Facilities Services. 38 years experience. Licensed Architect, certified AIA; CPARB Member	All Capital Projects					Administrative oversight and final project authority, Campus Architect and Campus Planner.	2011	Current
2 Joe Kline, P.E.	Assistant Vice President, Facilities Services, Capital; 25 yrs. experience; Professional Engineer, Certified CMAA	All Capital Projects					Administrative oversight during planning, design and construction.	2012	Current
3 Maja Huff	Capital Contracts Manager; 11 yrs. Experience	All Capital Projects					Contract management and control from project inception to archival.	2012	Current
3 Louise Sweeney	Senior PM; 30 yrs. experience, progressively more complex projects, Licensed Architect, DBIA certified, LEED AP	U of I Student Union Bldg. Renovation	5M	DBB	PM	PM	PM	1998	2000
		U of I Student Recreation Center	18M	DBB	PM	PM	PM	1998	2000
		U of I Renew Hall Renovation	3.5M	DBB	PM	PM	PM	2000	2004
		U of I Hagerman Aquaculture Center	3M	DBB	PM	PM		2002	2004
		U of I Water Center	48M	GCCM	PM	PM	PM	2002	2004
		WSU Vet Med Barn Relocation	2.2M	DBB	PM	PM	PM	2004	2005
		WSU Championship Golf Course	8.4M	DBB	PM	PM	PM	2004	2008
		WSU Outdoor Tennis Facility	3M	GCCM	PM	PM	PM	2005	2007
		WSU Martin Stadium Renovation, Phase 1 and 2	22.5M	GCCM	PM	PM	PM	2006	2008
		WSU Olympia Avenue Student Residence Hall	26M	GCCM		PM	PM	2008	2009
		WSU Community/Duncan-Dunn Residence Hall Renovation	24.6M	GCCM		PM	PM	2010	2012
		WSU Northside Residence Hall	32.6M	DB	PM	PM	PM	2011	2013
		WSU Northside Residence Hall Phase 2 (Global Scholars)	40M	DB	PM	PM	PM	2013	2015
		WSU Chief Joseph Apartments Renovation & Addition	20M	DB	PM	PM		2013	2018
		WSU Digital Classroom Building	55M	DB	PM	PM	PM	2014	2017
		WSU Academic Building (Everett)	64.5M	DB	PM		PM	2014	2018+
		WSU Global Animal Health Phase 2	24.9M	DB		PM	PM	2015	2018+
WSU Tri-Cities Wine Science Lab	750K	DBB	CM	CM	CM	2017	2018+		
WSU TerreView Research Facility Relocation	15M	DB	PM	PM	PM	2017	2018+		
4 Jason Baerlocher	Senior PM; 22 yrs. experience, LEED AP BD+C, DBIA Certified	Evergreen Corporate Center	6M	GCCM		PM	PM	2000	2001
		Portland Rock Gym	3M	DB	PM			2000	2002
		PSU Miller Library	1.2M	DBB			PM	2001	2001
		PSU Smith Center	1M	DBB			PM	2001	2001
		ADP Columbia Remodel	1M	DBB		PM	PM	2001	2002
		Thync Action	3M	DB	PM	PM	PM	2002	2002
		Hillsboro Hyundai	500K	GCCM	PM	PM	PM	2003	2004
		Fred Meyer Regional Center	8M	DB	PM	PM		2003	2004
		FedEx RAG Building	500K	GCCM		PM	PM	2004	2005
		FedEx Terminal Expansion	1M	DBB			PM	2004	2005
		PDX Business Park	15M	GCCM	PM	PM	PM	2004	2009
		Kohl's Hillsboro	6M	GCCM		PM	PM	2005	2006
		Wal-Mart Wood Village	8M	DBB			PM	2005	2006
		Home Depot Roseburg	11M	DBB			PM	2006	2007



Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases			Role Start	Role Finish
					Planning	Design	Construction		
		Birtcher Center Fairview	4M	DB		PM	PM	2006	2008
		Kohl's Hazel Dell	5M	GCCM		PM	PM	2007	2008
		Tualatin Valley Waste Recovery	10M	GCCM		PM		2008	2009
		Sunset Highway Business Park	5M	DBB			PM	2008	2009
		A&K Designs	4M	DBB			PM	2009	2010
		Portland Fire Station #31	4M	DBB			PM	2010	2011
		Prescott Apartments	20M	DB	PM	PM	PM	2010	2012
		Nautilus World Headquarters	7M	DBB			PM	2011	2012
		Wilsonville Road Business Park	6M	DBB			PM	2011	2012
		WSU Baseball Team Facility	10M	DB	PM	PM	PM	2012	2020
		WSU Bailey Brayton Field Upgrade Lighting	500K	DBB	PM	PM	PM	2013	2014
		WSU Soccer Field Upgrade Phase 1	2.4M	DBB	PM	PM	PM	2013	2014
		WSU General Campus Water Meters Install	1.3M	DB		PM	PM	2013	2015
		WSU Washington Grains Plant Growth Facility	10M	DB	PM	PM	PM	2013	2015
		WSU Plant Sciences Building	66.6M	DB	PM	PM	PM	2013	2020
		WSU Bohler Gym Repurposing	23M	Study	PM			2013	2021+
		WSU Indoor Practice Facility	27M	DB	PM			2013	2021+
		WSU Plant Growth Facility Phase 1	15M	DB	PM			2013	2021+
		WSU Martin Stadium Scoreboard	1.5M	PO	PM	PM	PM	2014	2014
		WSU Cougar Football Complex	61M	GCCM			PM	2014	2015
		WSU Rogers Field Lights	375K	DBB	PM	PM	PM	2014	2015
		WSU Webster Exterior Renovation	500K	DBB	PM	PM	PM	2014	2015
		WSU Hollingberry Fieldhouse Masonry Restoration	1M	DBB	PM	PM	PM	2014	2015
		WSU Soccer Field Upgrade Phase 2	1.6M	DBB	PM	PM	PM	2014	2018
		WSU Chinook Student Center	32M	DB		PM	PM	2015	2018
		WSU Women's Swim Team Space	2M	DB	PM			2016	2021+
		WSU Renovate Rec. Center Locker Room	500K	GCCM	PM	PM	PM	2017	2018
		WSU Vancouver Master Plan Update	350K	Study	PM			2017	2021
		WSU Vancouver Life Sciences Building	59.5M	DB	PM	PM	PM	2017	2021+
		WSU Golf Practice Facility	4M	DB	PM			2018	2021+
		WSU Champions Complex	15M	DB	PM			2020	2021+
5	Cynthia Arbour PM; 20 yrs. experience, DBIA Associate	Community/Duncan-Dunn Renovation	23.6M	GCCM	PM			2010	2010
		Streit-Perham Roof Replacement	547K	DBB	PM			2010	2010
		Housing Long Range Plan	N/A	Study	PM			2010	2010
		Chief Joseph, Building D Reconstruction	2.3M	DBB	PM	PM	PM	2010	2011
		Dairy Road Improvements	928K	DBB	PM	PM	PM	2012	2012
		Todd Student Service Center	526K	DBB			PM	2012	2012
		Johnson Tower Elevator Modernization	460K	DBB	PM	PM	PM	2012	2014
		Stephenson North Elevator Modernization	712K	DBB			PM	2013	2014
		Eastlick Repair HVAC in Vivarium	440K	DBB	PM	PM	PM	2013	2015
		Phase 2 Upgrade Irrigation Controls	837K	DBB	PM	PM	PM	2015	2016
		Webster Plaza and Pedestrian Bridge	1.1M	DBB	PM	PM	PM	2015	2017
		Chief Joseph Renovation Building B & C	12M	DBB	PM	PM	PM	2016	2018
		Mt Vernon Install Headhouse	815K	DBB	PM	PM	PM	2017	2020
		Shared Use Path on SR270 to Stadium Way	949K	DBB	PM	PM	PM	2017	2022
		Knott Dairy Renew/Renovate Buildings and Systems	984K	DBB		PM	PM	2018	2019
		Install GPON in Housing Apartments	514K	DBB	PM	PM	PM	2018	2019
		Knott Dairy Water Distribution Replacement	388K	DBB	PM	PM	PM	2018	2021
		Chief Joseph Renovation Building A Replace Balconies	452K	DBB	PM	PM	PM	2019	2020
		Eastlick Aquatics Facility	454K	DBB	PM	PM	PM	2019	2021

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases			Role Start	Role Finish
					Planning	Design	Construction		
		Replace Sidewalk Along Orchard Drive	820K	DBB	PM	PM		2019	2022+
		Puyallup Kalkus Hall Roof Replacement	450K	DBB	PM	PM	PM	2020	2021
		Johnson Hall Demolition	8M	DB	PM	PM	PM	2021	2022
		Clark Hall Laboratory Renovation	4.9M	DB	PM	PM	PM	2021	2022
		Johnson Annex Renovation	2M	DB	PM	PM	PM	2021	2022
6	Jeff Lannigan Senior PM; 25 yrs. experience, DBIA Certified	Honors Hall Renovation	15M	GCCM			PM	2000	2001
		McCroskey Hall Renovation	5M	DBB			PM	2001	2002
		Energy Plant Redevelopment	42M	GCCM	PM	PM	PM	2002	2004
		North Fairway Road	1.8M	DBB			PM	2004	2005
		South Fairway Parking	2.25M	DBB			PM	2004	2005
		Agronomy Research Facility	450K	DBB			PM	2005	2005
		Compton Union Building Renovation	86M	GCCM	PM	PM	PM	2005	2009
		Paul G. Allen Center for Global Animal Health	43.2M	GCCM	PM	PM	PM	2009	2013
		Clean Technology Laboratory Building	52.8M	DB	PM	PM	PM	2011	2015
		Grimes Way Steam Plan 10 Year Boiler Overhaul	1M	DBB	PM	PM	PM	2011	2015
		Visitor Center	2.5M	DB	PM	PM	PM	2012	2014
		Troy Hall Renovation	32.3M	DB	PM	PM	PM	2015	2017
		Knott Dairy Potable Water Storage Tanks	690K	DBB	PM	PM	PM	2015	2018
		Domestic Water System Install Meters at Campus Perimeter	500K	DBB		PM	PM	2017	2019
		East Chilled Water Plant Chiller	1.3M	ESPC		PM	PM	2017	2020
		Utility Tunnel Lids on College Ave	1.2M	DBB	PM	PM	PM	2017	2020
7	Joanie Thomas PM; 13 yrs. Experience DBIA Associate	Bohler Addition: Install Wall Graphics	250K	GCCM	PM	PM	PM	2012	2015
		Todd Hall: Carson Center Expansion in 101	522K	GCCM	PM	PM	PM	2013	2014
		Bohler Addition: Create Crimson Hub B75	278K	GCCM	PM	PM	PM	2014	2015
		Todd Addition: Create New Entry for Carson Center	912K	GCCM	PM	PM	PM	2014	2015
		CUB: Create Retail Space Coretech	222K	GCCM	PM	PM	PM	2015	2015
		Food Quality Install New Dairy Equipment	981K	GCCM	PM	PM	PM	2015	2016
		Food Quality Addition East Side	3.7M	GCCM	PM	PM	PM	2015	2020
		Lighty Renovate Suite 280 & 286	300K	GCCM	PM	PM	PM	2016	2016
		Info Tech: Revitalize Levels 1,2,3 Paint & Carpet	375K	JOC	PM	PM	PM	2016	2016
		Info Tech: Renovate 2176 for NOC SOC	577K	GCCM	PM	PM	PM	2016	2017
		Todd Hall: Renovate Suite 402	239K	GCCM	PM	PM	PM	2016	2018
		French Admin: Remodel for 4 Office Moves	288K	GCCM	PM	PM	PM	2017	2020
		Tri-Cities Floyd Academic Bldg: Replace Boilers	359K	ESPC	PM	PM	PM	2017	2020
		Captive Elk Facility	1.3M	GCCM	PM	PM	PM	2018	2019
		Food Quality Creamery Control Upgrades	305K	GCCM	PM	PM	PM	2018	2019
		Eastlick Lab Renovation & HVAC	1.3K	GCCM	PM	PM	PM	2018	2019
		Tri-Cities Academic Building	30K	DB		PM asst.	PM asst.	2019	2021
		Eastlick Labs Renovation	2.5M	DB	PM	PM	PM	2021	2021+
		Pullman New Sciences Building Pre Design	500K	DB	PM	PM	PM	2021	2021+
		Food Quality Replace Boiler	277K	TBD	PM	PM	PM	2021	2021+
		Heald Hall Move Herbarium	500K	TBD	PM	PM	PM	2021	2021+
8	Kevin Poitra PM/CM; 17 yrs. Experience AIA; DBIA Associate in progress	Regents Dining Center Remodel	5.0M	DBB	CM	CM	CM	2004	2005
		Rotunda Dining Center Remodel	7.0M	DBB	CM	CM	PM	2006	2008
		Biomedical & Health Sciences Building Phase 1	69M	GCCM	PM	PM		2010	2011
		Beasley Coliseum Scoreboard	3.0M	DBB	CM	PM	CM	2011	2012
		Washington Building Renovation	7M	DB	PM	PM	PM	2014	2015

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases			Role Start	Role Finish
					Planning	Design	Construction		
		Johnson Hall Roof Replacement	1.6M	DBB	PM	PM	CM	2014	2015
		EEME Roof Replacement	650K	DBB	PM	PM	CM	2014	2015
		Fine Arts Roof Replacement	1.1M	DBB	PM	PM	CM	2015	2015
		McCluskey Building Addition	3M	DBB	PM	PM	PM	2015	2016
		VTH Replace Copper Shielding/MRI	2.9M	DBB	PM	PM	PM	2017	2018
		Cooper Publications Roof Replacement	900K	DBB	PM	PM	CM	2017	2018
		Dana/Sloan Roof Replacement	1.3M	DBB	PM	PM	CM	2019	2020
		Spokane EWU Roof Replacement	1.2M	DBB	PM	PM	CM	2019	2020
		Bustad Vivarium Renovations and Replace Controls	2.5M	DB	PM	PM	PM	2019	2021
		BAS Network-Panel-Design Upgrade	1.7M	DB	PM	PM	PM	2021	2021+
		Bustad HVAC Service Equipment Elements and Controls Upgrade	1.6M	DB	PM	PM	PM	2021	2021+
		New Campus Fire Protection and Domestic Water Reservoir	8M	DB	PM	PM	PM	2021	2021+
9	Jason Harper CM Lead; 12 yrs. experience CMAA, CCM in progress	WSU Olympia Avenue Student Residence Hall	26M	GCCM	CM	CM	CM	2008	2009
		Vet Med Research Building	59.4M	GCCM	CM	CM	CM	2009	2013
		WSU Northside Residence Hall	32.6M	DB	CM	CM	CM	2011	2013
		Soccer Field Upgrade Phase 1	2.4M	DBB	CM	CM	CM	2013	2014
		WSU Northside Residence Hall Phase 2 (Global Scholars)	40M	DB	CM	CM	CM	2013	2015
		Plant Growth Facility Phase 1	15M	DB	CM	CM	CM	2013	2021
		Plant Sciences Building	59.1M	DB	CM	CM	CM	2013	2021
		Soccer Field Upgrade Phase 2	1.6M	DBB	CM	CM	CM	2014	2018
		Troy Hall Renovation	32.2M	DB	CM	CM	CM	2015	2017
		Museum of Art	10.5M	DB	CM	CM	CM	2016	2017
10	Brian Funke CM; 17 yrs. experience	WSU Championship Golf Course	8.4M	DBB	CM	CM	CM	2004	2008
		WSU Outdoor Tennis Facility	3M	GCCM	CM	CM	CM	2005	2007
		WSU Martin Stadium Renovation, Phase 1 and 2	22.5M	GCCM	CM	CM	CM	2006	2008
		Plant Sciences Building 1	60M	GCCM	CM	CM	CM	2006	2009
		WSU Olympia Avenue Student Residence Hall	26M	GCCM	CM	CM	CM	2008	2009
		WSU Dairy Road Improvements	928K	DBB	CM	CM	CM	2012	2012
		Bailey Brayton Field Upgrade Lighting	500K	DBB	CM	CM	CM	2013	2014
		Bohler Gym Repurposing	N/A	Study	CM	CM	CM	2013	2014
		Martin Stadium Scoreboard	1.5M	PO	CM	CM	CM	2014	2014
		Cougar Football Complex	61M	GCCM	CM	CM	CM	2014	2015
		Hollingberry Fieldhouse Masonry Restoration	1M	DBB	CM	CM	CM	2014	2015
		Tri-Cities Student Union Building	5.7M	DB	CM	CM	CM	2014	2017
		Multi-Cultural Center	16M	DB	CM	CM	CM	2016	2017
		Public Safety Building	7.5M	DB	CM	CM	CM	2016	2017
		TerreView Research Facility Relocation	15M	DB	CM	CM	CM	2017	2018+
		Tri-Cities Wine Science Lab	750K	DBB	CM	CM	CM	2017	2018+
		Tri-Cities Academic Building	30K	DB	CM	CM	CM	2019	2021

