

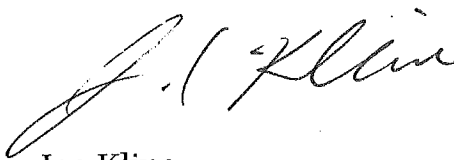
Enterprise Services, Engineering & Architectural Services  
Danelle Bessett- Administrative Support  
PO Box 41476  
Olympia, WA 98504-1476

December 30, 2015

Dear Danelle,  
Please find the enclosed application for recertification of Washington State University to utilize both Design Build and GCCM alternative project delivery methods. Please note that our current Design Build certification expires at the end of March 2016 and our current GCCM certification expires at the end of July 2016. It is my understanding that the new recertification application form allows public bodies to recertify Design Build and GCCM at the same time, and in an effort to reduce administrative workload, WSU would like to pursue this option.

We request that you schedule WSU for our recertification presentation during the March PRC meeting. Please let me know if you need any additional information.

Sincerely,



Joe Kline  
Assistant Vice President  
Facilities Services, Capital



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- GCCM and/or 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 (GCCM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

**1. Identification of Applicant**

- (a) Legal name of Public Body (your organization): Washington State University
- (b) Address: 110 Commons Building, PO BOX 643611, Pullman, WA 99164-3611
- (c) Contact Person Name and Title: Joe Kline- Assistant Vice President, Facilities Services, Capital
- (d) Phone number: 509-335-5571 Fax: 509-335-6875 E-mail: jkline@wsu.edu
- (e) Effective Date of current Certification: 7/25/2013 [GCCM] 3/28/2013 [DB]
- (f) This Re-Application is for GCCM X DB X  
[Check one or both as applicable]

**2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM and/or DB under Alternative Contracting Procedure(s) in RCW 39.10 (RCW 39.10.270 (3)(a)) Limit response to two pages or less.**

If there have been any changes to your agency's processes addressing items (a) and (b) below, please submit the revised process chart or list.

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

Include and describe any such process *changes* since your original certification (and reasoning for same) to your determination process based upon your experience to date in utilizing the delivery method(s)

**RESPONSE:**

Within the past year, our organizational structure has changed and we no longer have a Director of Capital Projects position. As a result, we have made minor adjustments to the process flow chart (reference Exhibit "A" Project Review Flow Chart).

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 for Capital Projects. From there, the review and approval process moves vertically to the Associate Vice President of Facilities, the Vice President for Business Affairs, 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.

**3. Project Delivery Knowledge and Experience (RCW 39.10.270 (3)(b)(i))**  
*Limit response to four 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 complete, dates, and projected/determined construction cost].

**DESCRIBE any LITIGATION AND SIGNIFICANT DISPUTES ON any Alternative Delivery Project since PREVIOUS certification.**

RESPONSE:

Washington State University has a long standing history of consistently delivering high quality projects that meet or exceed the programmatic needs of our facility users and the overall goals of the project. In the past three years, under the Facilities Services leadership of Olivia Yang, AIA, and her professional staff of department leaders, architects, engineers and construction managers we have continued that tradition. On our critical major capital projects we have been utilizing both GCCM and Design-Build alternative delivery as our preferred method of implementing complex projects.

Washington State University is one of the public agencies originally authorized to utilize alternative contracting procedures. Spanning approximately twenty years, WSU has successfully implemented alternative delivery projects using GC/CM, Job Order Contracting and Design-Build. In the past 3 years we have either started, completed or have underway an array of all three alternative delivery procurement methods (reference Exhibit B WSU Construction History for GCCM and Design Build projects).

A combination of project experience and industry feedback has allowed us to continue to refine our processes, contracts, and agreements to specifically address the Design-Build contracting method as allowed via RCW 39.10. As an example, in an effort to allow the owner to participate in a more granular review of project scope prior to signing the Design-Build contract, we have inserted a validation phase into our procurement strategy. We have received strong support from the contracting industry in response to

this adjustment. Additionally, we have refined our RFP process to further reduce design-builder business development cost, lowering the cost to compete while still maintaining the data we need to effectively conduct a competitive best value selection. All of these refinements have been closely scrutinized to ensure compliance with RCW 39.10.

In addition to our experience, WSU has been actively engaged in the continuing education of our staff utilizing both internal and external resources. We regularly hold internal review presentations and training sessions about alternative delivery procurement processes, contract management, and refinement of our project management standards. WSU has retained OAC Services and Hill International as Project Management consultants to help develop, and participate in, our selection phase, design development, and construction management phases of the Design-Build process. We also provide opportunities for our staff to attend local and professional association events including DBIA and CMAA conferences where we continue to learn from our industry partners.

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 efficient methodology to use on our high risk projects. The following is a summary of our current design-build procurement process:

Pre-Procurement we 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 (reference Exhibit A).
- 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 kick off meeting with all DB teams present to establish RFP process.
- Hold proprietary meetings with each team to engage users and provide program clarity to team.
- Communicate clarifications to all DB teams via addenda.
- Receive final proposals from each DB team.
- Observe final presentations from each DB team.
- Make final selection, notify and debrief unsuccessful DB teams, and provide honoraria accordingly.
- Establish Validation period to further refine scope.
- Seek final Board of Regents approval.
- Award contract 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 cost & qualifications without a design component. WSU has a well defined GCCM procurement process and no significant changes have been made since our last recertification.

WSU is currently in litigation with BNBuilders in relation to the Chief Joseph Apartments Renovation Project and the Northside II Residence Hall Project. The major focus of the dispute centers on whether the full scope of work offered by the Design Build team during proprietary meetings and contained within the final proposal is contractually binding. As the issue is currently pending in superior court, WSU has not made changes to its procurement process or contract documents as a result of these disputes. At the conclusion of litigation, and with the advice of counsel, WSU will review its process and make any changes necessary.

Please reference Exhibit B for status of current Alternative Delivery Projects.

**4. Personnel with Construction Experience Using the Alternative Contracting Procedure(s)**  
*[RCW 39.10.270 (3)(b)(ii)]*

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 **PREVIOUS** certification. Provide a current organizational chart and highlight changes since **PREVIOUS** certification.

RESPONSE:

Please reference attached Exhibits C & D

**5. 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 application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

RESPONSE:

There have been no negative audit findings since our last certification application.

**6. Project Data Collection**

Please provide a matrix listing of all projects with a total value of greater than \$5 million with a design agreement or design-build agreement in place **as of July 1, 2005**. This list shall also include projects within the public body's capital plan **projected** for the next three (3) years.

- Project Title
- Agency's Project Number
- Project Value
- Delivery Method [DBB, DB, or GCCM- 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]

**RESPONSE:**

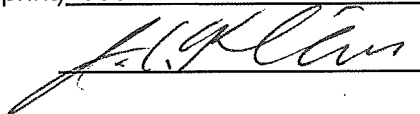
Please reference attached Exhibit B

**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 in order to adequately evaluate recertification under RCW 39.10. You agree to submit such information in a timely manner and understand that failure to do so shall render your application incomplete.

*Should the PRC approve 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). Additionally, you understand that should this recertification be approved it is only valid for one additional three year period beyond your current certification expiration and that re-certification must be applied for under RCW 39.10*

Name (please print) Joe Kline



Title: AVP, Facilities Services, Capital

Date: 12-30-15





**Exhibit A: Project Review Flow Chart**  
Design-Build and/or GCCM  
Washington State University

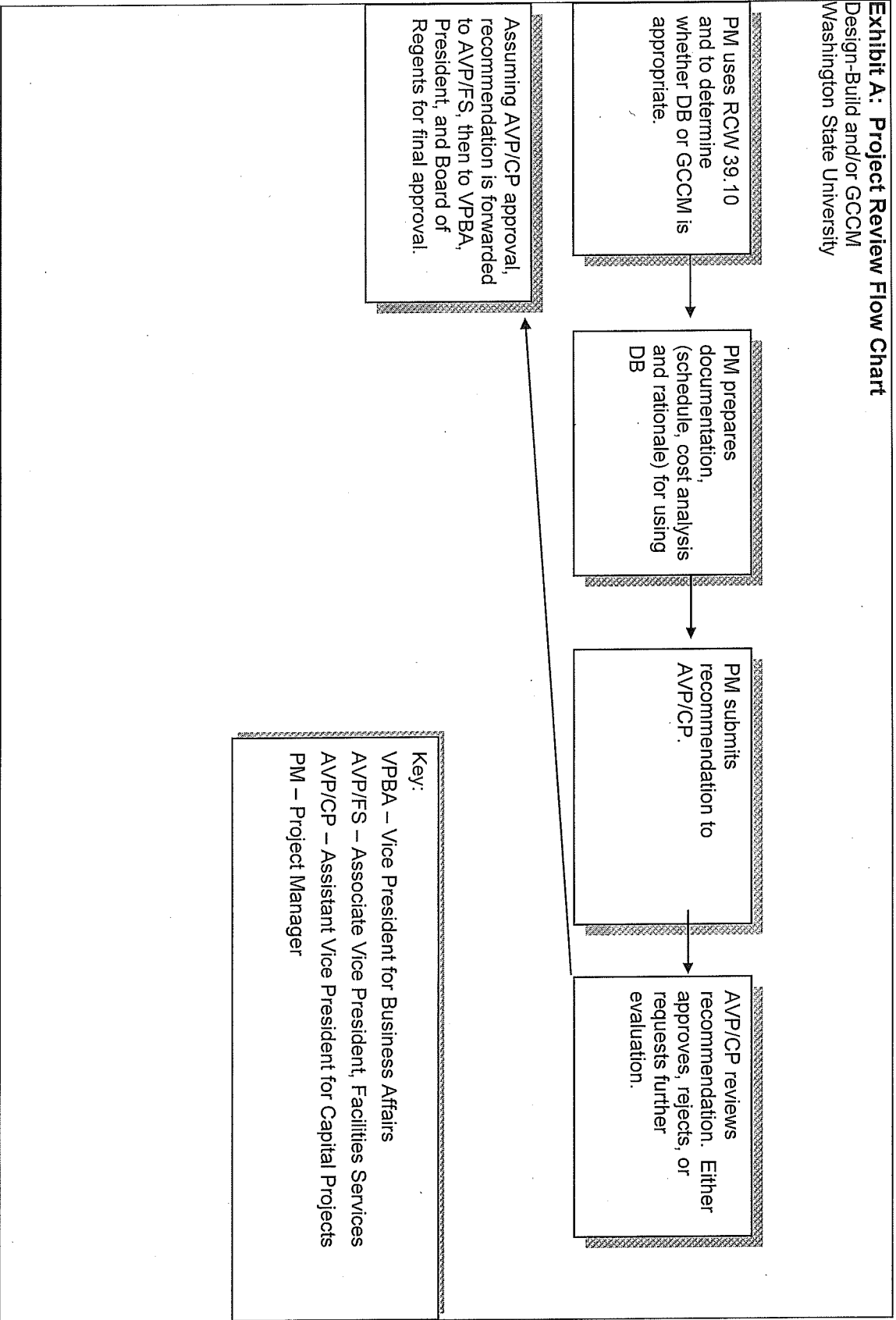




EXHIBIT B: Project Data Matrix

Washington State University - 10 Year Construction History

All Projects Located at the Pullman Campus Unless Noted Otherwise

Project Name	Project Description	Agency Project Number	Total Project Cost	Contracting Method	Actual Start	Actual Finish	Planned		Complete	Project Entered into CPARB Data Collection System?
							Construction Budget	Actual Budget		
Biotechnology/Life Sciences Facility (REC2)	128,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 72,650,000	GCCM	Jul-06	Dec-09	\$ 53,448,146	\$ 52,838,146	Yes	CPARB collection system has not been launched yet
Compton Union Building Renovation	230,000 GSF Higher Education Facility Student Union	N/A	\$ 86,000,000	GCCM	May-06	Oct-09	\$ 66,220,896	\$ 72,428,925	Yes	see above
WSU Nursing Center - Spokane	85,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 34,600,000	GCCM	Oct-06	May-10	\$ 25,271,000	\$ 24,854,936	Yes	see above
Bioproducts Science and Engineering Lab - Tri-Cities	60,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 24,750,000	GCCM	Apr-06	Sep-07	\$ 17,776,678	\$ 19,853,608	Yes	see above
Martin Stadium Renovation	Higher Education Facility Athletic Facility	N/A	\$ 24,000,000	GCCM	Dec-06	Jun-09	\$ 20,372,513	\$ 21,167,356	Yes	see above
Student Services Facility - Vancouver	18,000 GSF Higher Education Facility Student Service	N/A	\$ 14,626,000	GCCM	Feb-04	Jul-07	\$ 8,723,539	\$ 8,723,539	Yes	see above
Rotunda Dining Hall Renovation	30,000 GSF Higher Education Facility Dining Hall Renovation	N/A	\$ 10,200,000	DBB	Jan-07	Jan-08	\$ 7,575,000	\$ 7,570,441	Yes	see above
Golf Course Expansion	18 hole Golf Course Expansion	N/A	\$ 8,400,000	DBB	Jun-06	Feb-09	\$ 7,486,073	\$ 7,353,803	Yes	see above
Olympia Avenue Student Housing	76,000 GSF Higher Education Facility Housing Facility	N/A	\$ 26,074,800	GCCM	May-08	Feb-10	\$ 19,489,355	\$ 19,704,955	Yes	see above
Global Animal Health Building	145,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 43,200,000	GCCM	Nov-10	May-12	\$ 32,672,915	\$ 32,664,625	Yes	see above
Duncan Dunn and Community Halls Renovation and Addition	70,000 GSF Higher Education Facility Housing Facility	N/A	\$ 21,600,000	GCCM	May-11	Jul-12	\$ 16,276,675	\$ 20,044,501	Yes	see above
Recreational Playfields Improvements	2,987 GSF Higher Education Facility Athletic Facility	N/A	\$ 9,300,000	DBB	May-10	Jun-11	\$ 8,142,500	\$ 7,884,617	Yes	see above
Vancouver Applied Technology and Classroom Building	58,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 37,513,000	GCCM	Jan-08	Dec-11	\$ 27,008,468	\$ 24,535,091	Yes	see above
Spokane Biomedical and Health Sciences Building	111,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 79,915,000	GCCM	Sep-11	Nov-13	\$ 58,413,871	\$ 57,200,616	Yes	see above
Veterinary Medical Research Building (REC4)	126,000 GSF Higher Education Facility Research/Teaching Lab	N/A	\$ 96,030,000	GCCM	Aug-10	Sep-15	\$ 62,831,820	\$ 61,996,305	Yes	see above
Martin Stadium Football Facilities Improvements - Press Box and Premium Seating	80,562 GSF Higher Education Facility Athletic Facility	38-01-12001	\$ 65,000,000	GCCM	Nov-11	Sep-12	\$ 59,148,159	\$ 59,148,159	Yes	see above



EXHIBIT B: Project Data Matrix

Project Name	Project Description	Agency Project Number	Total Project Cost	Contracting Method	Actual Start	Actual Finish	Planned Construction Budget		Actual Budget		Complete	Project Entered into CPARB Data Collection System?
							Budget	Budget	Budget	Budget		
Northside Residence Hall	99,000 GSF Higher Education Facility Housing Facility	38-01-12004	\$ 32,600,000	DB	May-12	N/A	\$ 27,172,200	N/A	N/A	No	No	see above
Clean Technology Laboratory Building	96,000 GSF Higher Education Facility Research/Teaching Lab	38-01-12006	\$ 57,700,000	DB	Feb-14	Oct-15	\$ 49,125,946	\$ 44,410,000		Yes	Yes	see above
Martin Stadium Football Operations Building	84,192 GSF Higher Education Facility Athletic Facility	38-01-12002	\$ 61,000,000	GCCM	Jan-13	N/A	\$ 46,310,000	\$ 45,927,343		No	No	see above
New Museum of Art	17,400 GSF Higher Education Facility Art Museum	38-01-12011	\$ 10,000,000	DB	N/A	N/A	N/A	N/A		No	No	see above
WSU Visitor's Center	4,200 GSF Higher Education Facility Visitor Center	38-01-12003	\$ 2,500,000	DB	N/A	N/A	\$ 1,700,000	N/A		No	No	see above
Plant Growth Facility Research Greenhouse	17,900 GSF Higher Education Facility Research Greenhouse	38-01-12010	\$ 10,000,000	DB	N/A	N/A	N/A	N/A		No	No	see above
Indoor Practice Facility	99,000 GSF Higher Education Facility Athletic Facility	Pending	\$ 25,000,000	DB	N/A	N/A	N/A	N/A		No	No	see above
WSU Academic Building (Everett)	95,000 GSF Higher Education High-Performance Academic Facility	7599-2014	\$ 64,563,000	DB	Oct-14	N/A	\$ 50,360,000	\$ 47,164,000		No	No	see above
Spokane Teach Health Clinic	42,643 GSF Higher Education Clinical Facility	7791-2014	\$ 16,000,000	DB	Jan-15	N/A	\$ 15,200,000	\$ 13,741,896		No	No	see above
Prosser Agricultural Technology Building Addition and Fruit Quality Building Center Renovations	16,600 GSF Higher Education Facility Expansion	7624-2014	\$ 4,906,000	DB	Jun-14	Mar-15	\$ 3,205,000	\$ 3,450,203		Yes	Yes	see above
Chief Joseph Village Apartments Renovation/Addition	138,350 GSF Higher Education Student Housing Facility Renovation and Addition (15,900 GSF New Construction)	7273-2013	\$ 20,000,000	DB	Sep-13	N/A	\$ 16,350,000	\$ 17,691,812		No	No	see above
Global Scholars Hall (Northside Residence Hall Phase 2)	100,000 GSF Higher Education Student Housing Facility	7275-2013	\$ 40,000,000	DB	Feb-14	Aug-15	\$ 29,000,000	\$ 32,455,660		Yes	Yes	see above
Tri-Cities Wine Science Center	28,000 GSF Higher Education Facility Research Facility	7340-2014	\$ 23,351,293	DB	Jun-13	Dec-14	\$ 15,250,000	\$ 15,092,236		Yes	Yes	see above
Public Safety Building	15,500 GSF Police Department Building	7396-2014	\$ 7,085,000	DB	Jun-15	N/A	\$ 5,174,400	\$ 6,126,540		No	No	see above
Multicultural Building	16,000 GSF Higher Education Multicultural Center Building	8098-2015	\$ 15,180,000	DB	Pending	N/A	\$ 12,936,000	Pending		No	No	see above
Digital Classroom Building	80,000 GSF Higher-Education High-Performance Academic Facility	7734-2014	\$ 55,000,000	DB	Sep-15	N/A	\$ 46,785,200	\$ 46,785,200		No	No	see above



EXHIBIT B: Project Data Matrix

Project Name	Project Description	Agency Project Number	Total Project Cost	Contracting Method	Actual Start	Actual Finish	Planned		Complete	Project Entered into CPARB Data Collection System?
							Construction Budget	Actual Budget		
Washington Building Third Floor	17,500 GSF Renovation of Higher Education Administrative Facility	7176-2013	\$ 5,934,766	DB	Aug-14	Jul-15	\$ 5,799,640	\$ 5,805,030	Yes	see above
Chinook Student Center Renovation	88,000 GSF Higher Education Multipurpose Facility	6629-2012	\$ 32,000,000	DB	Dec-15	N/A	\$ 21,300,000	\$ 24,000,000	No	see above
Tri-Cities Student Union Building	8,600 GSF Higher Education Multipurpose Facility	8425-2015	\$ 5,730,000	DB	Pending	N/A	\$ 4,000,000	\$ 4,000,000	No	see above
Tri-Cities Academic Building	TBD GSF Higher Education Academic Facility	8589-2016	\$ 60,000,000	DB	N/A	N/A	N/A	N/A	No	see above
Plant Sciences Building (REC 5)	TBD GSF Higher Education Facility Research/Teaching Lab	7651-2014	\$ 66,000,000	DB	N/A	N/A	N/A	N/A	No	see above





Name	Title	Project Names	Project Size	Project Type	Planning	Design	Const.	Role Start	Role Finish
Olivia O. Yang	Interim Vice President for Finance and Administration-Associate Vice President for Facilities Services	All Capital Projects			Administrative oversight and final project authority, Campus Architect and Campus Planner; 32 years of experience; Licensed Architect; AIA; CPARB				
Joe Kline	Assistant Vice President for Capital Projects	All Capital Projects			Administrative oversight during planning, design and construction; over 22 years experience in capital project management and administration,	Professional Engineer			
Jeff Lannigan	Project Manager	Honors Hall Renovation	\$15M	GCCM			X	2000	2001
		McCroskey Hall Renovation	\$5M	DBB			X	2001	2002
		Energy Plant Redevelopment	\$42M	GCCM	X	X	X	2002	2004
		North Fairway Road	\$1.8M	DBB			X	2004	2005
		South Fairway Parking	\$2.25M	DBB			X	2004	2005
		Agronomy Research Facility	\$450K	DBB			X	2005	2005
		Compton Union Building Renovation	\$86M	GCCM	X	X	X	2005	2009
		Paul G. Allen Center for Global Animal Health	\$43.2M	GCCM	X	X	X	2009	2013
		Clean Technology Laboratory Building	\$2.8M	DB	X	X	X	2011	2015
		Visitor Center	\$2.5M	DB	X	X	X	2012	2014
		Troy Hall Renovation	\$32.2m	DB	X	X		2015	2017
Jason Baerfocher	Project Manager	Portland Rock Gym	\$3M	DB	X			2000	2002
		Evergreen Corporate Center	\$6M	GCCM		X	X	2000	2001
		ADP Columbia Remodel	\$1M	DBB	X	X	X	2001	2002
		PSU Miller Library	\$1.2M	DBB			X	2001	2001
		PSU Smith Center	\$1M	DBB			X	2001	2001
		Thync Action	\$3M	DB	X	X	X	2002	2002
		Hillsboro Hyundai	\$500K	GCCM	X	X	X	2003	2004
		Fred Meyer Regional Service Center	\$8M	GCCM	X	X		2003	2004
		PDX Business Park	\$15M	GCCM	X	X	X	2004	2009
		FedEx RAG Building	\$500K	GCCM		X	X	2004	2005
		FedEx Terminal Expansion	\$1M	DBB			X	2004	2005
		Kohl's - Hillsboro	\$6M	GCCM			X	2005	2006
		Wal-Mart - Wood Village	\$9M	DBB			X	2005	2006
		Bitcher Center Fairview	\$4M	DB		X	X	2006	2008
		Home Depot - Roseburg	\$11M	DBB			X	2006	2007
		Kohl's - Hazel Dell	\$5M	GCCM			X	2007	2008
		Tualatin Valley Waste Recovery	\$10M	GCCM		X	X	2008	2009
		Sunset Highway Business Park	\$5M	DBB			X	2008	2009







Name	Title	Project Names	Project Size	Project Type	Planning	Design	Constr.	Role Start	Role Finish
		WSU Community/Duncan-Dunn Residence Hall Renovation	\$24.60	GCCM		X	X	2010	2012+
	Project Manager	WSU Northside Residence Hall	\$32.60	DB	X	X	X	2011	2013+
Louise Sweeney (Continued)		WSU Northside Residence Hall Phase 2 (Global Scholars)	\$40M	DB	X	X	X	2013	2015
		WSU Chief Joseph Apartments Renovation & Addition	\$20M	DB	X	X	X	2013	td
		WSU Digital Classroom Building	\$56M	DB	X	X	X	2014	2017
Steve Hall	Project Manager	Todd Hall Renovation		DBB			X	1994	1995
		Engineering ETRL		DBB			X		
		ADBF Phase 2		DBB			X		
		Inclinators		DBB			X		
		Spokane Health Science Building	\$31M	GCCM		X	X	1999	2001
		Spokane Academic Center	\$45M	GCCM		X	X	2002	2006
		Spokane Nursing Building	\$40M	GCCM	X	X	X	2003	2009
		Spokane Vet Clinic	\$1.5M	DBB	X	X	X		
		Spokane South Campus Facility	\$2.5M	DBB	X	X	X		
		Spokane Biomedical Building	\$80M	GCCM	X	X	X	2010	2015
		Prosser Ag Tech Building	\$2.1M	DB	X	X	X	2014	2015
		Prosser Fruit Quality Center	\$2.8M	DB	X	X	X	2014	2015
		Spokane Teaching Clinic	\$1.6M	DB		X	X	2015	2016
Kelly Keane	Project Manager	Public Safety	\$7.5M	DB		X	X	2015	2016
		Multicultural Building	\$1.6M	DB	X	X	X	2014	2016
		Museum Expansion	\$15M	DB		X	X	2015	2016
		Fairfax County Parking Garage	\$28M	DBB		X	X	2005	2009
Jessie Steiger	Project Manager	Fairfax County family shelter	\$5M	DBB		X	X	2005	2009
		Bodybuilding Corporate Headquarters	\$11.3M	DBB	X	X	X	2011	2013
		Everett Academic Building	\$64.6M	DB		X	X	2014	2017
Jennifer Reynolds	Project Manager	Tri-Cities Student Union Building	\$5.7M	DB	X	X	X	2015	2016
		Tri-Cities Academic Center	TBD	DB	X			2015	2016+
Bob Eggart	Project Manager	Podlatch Papermill OSHA Plant Upgrades	\$1M	DB	X	X	X	1995	1996
		Eliensberg Concrete Plant	\$500K	DB		X	X	1997	1998
		Mallory Bridge	\$3M	DBB			X	1997	1998
		East Main Street Revision	\$2m	DBB			X	1997	1998
		Latah Creek Bridge	\$3m	DBB			X	1997	1998
		WSU Student Recreation Center	\$39M	GCCM			X	1999	2001
		WSU East Campus Infrastructure	\$1.8M	DBB		X	X	2001	2001
		WSU Shock Physics Building	\$12.6M	DBB		X	X	2001	2003
		WSU School of Communication Addition	\$11.7M	GCCM			X	2003	2003
		WSU Plant Biosciences Phase 1	\$39M	GCCM			X	2004	2005
		WSU Biotechnology/Life Sciences	\$72.6M	GCCM		X	X	2005	2006









**Exhibit D:  
Organization Chart  
Washington State University  
Facilities Services, Capital**

