

State of Washington
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 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) Mailing Address: **McCluskey Services Building, 2425 East Grimes Way, PO Box 641150, Pullman, WA 99164-1150**
- c) Contact Person Name: **Joe Kline, P.E.** Title: **Assistant Vice President, Capital and Operations, Facilities Services**
- d) Phone Number: **509-335-9024** E-mail: **jkline@wsu.edu**
- e) Expiration Date of current Certification: **March 28, 2025** GC/CM **March 28, 2025** DB
- f) Type of Certification Being Sought: **X** GC/CM **X** 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/recertification 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 for determining a project for alternative public works remains the same since our last recertification. It begins with the Facilities Project Manager whose recommendation is reviewed by the Assistant Vice President, Capital and Operations, 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.

Occasionally when projects need it, adjustments to this approval process can be made to accommodate the project. 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/recertification.
- (b) List lessons learned from your experience.

WSU Response:

WSU has delivered over 30 GC/CMs, 8 Job Order Contracts and 42 Design-Builds. In the 3 years since our last recertification, we have awarded a new JOC Contract, and 12 Design-Builds (3 of which are classified under our under \$2M 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 WSU has largely focused on the Design-Build methodology for delivering our larger capital projects over the last 10 years, we remain committed to evaluating each project individually and the use of the other alternative delivery methods remains open. For example, WSU's recently completed Indoor Practice Facility was initially planned to utilize the GC/CM delivery method due to the fact that there had been significant design work completed some years earlier to facilitate siting the facility and encourage fundraising. But as it became apparent that the existing design documents were no longer viable due to budget and fundraising constraints, WSU chose the Design-Build path to ensure budget and scope alignment.

Over the last three years we have explored and implemented programmatic design-build projects with the input and feedback from the Design-Build Community. In fact, at our 2023 Design-Build Forum, we proposed the concept to the attendees, looking for feasibility and best practice ideas around our structure and intent. The core concept was to utilize the collaborative nature of design-build to respond to our growing deferred maintenance backlog that is impacting our ability to maintain key systems across the university system. A simple example is our roofing program. Rather than design and bid out individual projects throughout the biennium, we issued one design-build contract to a roofing contractor who helped explore options and find best value solutions for our long list of needs. We were then able to prioritize our projects to get the most roofing needs met with the money we had available. Other programmatic projects included electrical infrastructure renewal, chilled water system renewal, and wide-ranging MEP system renewals.

While we are still in the process of completing the programmatic design-build projects we have developed a preliminary set of 'lessons learned' that we intend to draw upon as we procure these types of projects in the future.

1. We learned that we need to carefully consider the number of discreet scopes of work included in each contract as WSU needs to financially account for each scope separately to meet funding source audit requirements. This 'accounting' requirement can be a challenge especially for our smaller Design-Build teams.
2. WSU initially saw higher than expected design costs proposed for the programmatic projects. It seems this was mainly due to using some of the same design phase language we used in our large scale capital project contracts. After some discussion with our Design-Build team partners, it became clear that unlike our more traditional large building projects, we did not need to spend as much effort ensuring we understood the program and the options to deliver the program, but rather get more quickly to repair/renew/replace options and move quickly to construction.
3. WSU has been developing an 'over the shoulder' design review process to accelerate design decisions, reduce confusion often encountered with back-and-forth written design review comments, and encourage collaboration and innovations that comes naturally in a collaborative design-build environment.
4. Getting 'smaller' Design-Build teams to lead our projects doesn't necessarily lead to more small and MWBE sub-consultants and sub-contractors engaged on the project. Smaller DB teams may have more financial constraints which do not encourage lowering or removing retainage, bonds, or insurance requirements.

WSU success with alternative public works project delivery methods is largely due to our dedicated staff of project managers, construction managers, contract managers, and fiscal specialists. WSU staff participate in local, regional, and national professional organizations to ensure we are up to date on professional trends and emerging issues. Four of our Project Managers are DBIA certified, and three are DBIA Associates, while others hold PE, NCARB, CCM and NCIDQ certifications. Our staff regularly attend and are frequently presenters at regional and national conferences. We continue our extensive in-house training programs and internal mentorship methodology to ensure processes and procedures are consistent.

WSU has taken an active role in helping train first time contractors, consultants, sub-contractors and sub-consultants in processes and procedures to achieve successful outcomes. From the contracting team to the project management team, the culture of mentorship helps not only the contracting community to be successful, but for our team to have a clear understanding of the implications of our business practices and the direct impact that they can have on all levels of contractors and consultants involved in our projects. This closeness allows us to be responsive to the subcontracting community needs as well as keep us up to date on best practices and ways to demonstrate what it is to be a good owner.

The following is a summary of our current design-build procurement process:
Utilizing RCW 39.10.330 as our guide we procure using the following steps:

- Determination of Alternative Project Delivery method.
- Create project committee for review and selection of DB Team. Committee will participate throughout RFQ & RFP phases.
- Conduct a board review of the proposed RFQ and RFP for conformity of Facilities Services communicated intentions.
- Solicit Request for Qualifications (RFQ)
- Optionally conduct a Pre-RFQ Informational Meeting.
- Optional phone interviews to assist in shortlisting.
- 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 either the first phase of a multi-phased contract (which varies based upon D-B Delivery model) or full GMP immediately.
- Culminate in award of GMP for final design and construction.

*Items in bold represent more recent updates to our process

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/recertification. 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/recertification 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]*
- Small-, minority-, women-, and veteran-owned business participation planned goals (%) and actual utilization (\$)
- Alternative Subcontractor Selection Procurement utilization, type and costs *(if applicable)*
- Is the project complete *[Yes or No]*

[WSU Response:](#)

[Please reference attached Exhibit 1 – Alternative Delivery Projects \(Past 3 years and Projected 3 years\) for the requested data. Upon award of the Design-Build project the university and core Design-Build Team work together to curate a best strategy for building the remainder of the team. This process is never one size fits all and is always tailored to the project needs, location, and makeup of the existing team.](#)

6. GC/CM Self Performance *(complete only if requesting GC/CM recertification)*

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-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization (\$).

[WSU Response:](#)

[We see alternative public works as one of the best opportunities to test new processes to positively impact the small and diverse business community. We continually challenge our project teams to look for](#)

innovative ways to increase the participation of small and MWBE firms through access to opportunities, capital and training. WSU has developed specific RFQ and RFP questions to help us evaluate our projects and develop work packages aimed at increasing the number of small businesses in our region that can participate in our projects. The University has implemented language in our RFQs to directly communicate to the Design-Build community our intentions and desires for developing processes that increase inclusion on each project, and over the long term.

WSU are actively involved in CPARB’s BE/DBI Committee and are proud of the positive changes the committee has spearheaded and look forward to the future changes that will help agencies and small and diverse businesses alike. As a primarily Eastern Washington agency where there are relatively few small and diverse businesses, we have taken the perspective that we need to find ways to spur the growth of small businesses in our region before we can expect to see a significant increase in our small and disadvantaged utilization rates. We look to the long term outcomes of our planning efforts to develop a small business trades and consultant base that is sustainable, multifaceted and capable. Each project’s plan is tailored to the project, and WSU is committed to providing additional support including contract training, pay application support, and workforce development insights to help our small business partners succeed.

The below table summarizes the university’s overall utilization by fiscal year over the last 5 years.

Fiscal Year	Percentage	Dollars	Total Spend
2019	.18%	431,559	235,679,437
2020	.29%	409,816	143,554,097
2021	1.65%	647,894	39,240,142
2022	.20%	248,436	125,291,965
2023	.34%	665,816	193,550,485

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 information in a timely manner and understand that failure to do so may delay action on your application.

The 2021 Legislature updated stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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 also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

Signature: 

Name: Joe Kline, P.E.

Title: Assistant Vice President, Capital and Operations,
Facilities Services, WSU

Date: 12/20/2024

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	Taylor Sports Complex	90,000 GSF higher education athletic facility	1497-2021	DB	Sep-23	Jan-25	Mar-23	Sep-24	25,000,000	24,700,000	Client funding less than planned
2	Bustad HVAC Service Equipment Elements and Controls Upgrade	Improve the control systems throughout the building	1573-2021	DB	Jan-22	Dec-23	Feb-22	Aug-23	1,500,000	1,023,000	Project was achieved under budget
3	Demolish Troy-Wegner Bridge	Demolish pedestrian bridge spanning Stadium Way	1789-2022	DB	May-22	Aug-22	May-22	Aug-22	1,050,000	1,050,000	
4	Schweitzer Engineering Hall	New 60,000 GSF engineering student building	1853-2022	DB	Apr-23	May-26	May-23	Project in Process	80,000,000	TBD	
5	Eastlick-Abelson-Bustad Renovation	Renovation for teaching and research spaces within three buildings	2007-2023	DB	Aug-23	May-25	Sep-23	Project in Process	22,000,000	Project in Process	
6	Vancouver Life Sciences Building	Anticipated 60,000 GSF research and teaching laboratory facility	9748-2018	DB	Dec-20	Aug-23	Dec-20	Jan-24	57,000,000	69,090,000	Donor contributed additional funds to the project
7	Spokane Phase One Building Renovation	100,000 GSF medical teaching facility	1549-2021	DB	Oct-21	May-23	Oct-21	Project in Process	15,000,000	Project in Process	
8	Knott Dairy Center Renovation	Mitigate deferred maintenance backlog and safety issues	2008-2023	DB	Sep-23	May-25	Oct-23	Project in Process	10,150,000	Project in Process	
9	Johnson Hall Demolition	Demolition of 170,000 GSF building	1543-2021	DB	Sep-21	Dec-22	Jan-22	Nov-23	8,000,000	8,000,000	
10	Clark Hall Laboratory Renovation	Renovation of 29,300 GSF of Labs and Offices	1545-2021	DB	Sep-21	May-22	Jan-22	Nov-23	4,900,000	4,900,000	
11	Building Automation System Network and Panel Upgrade	Upgrade BAS in multiple buildings	1564-2021	DB	Oct-21	Jun-22	Dec-21	Apr-23	2,000,000	1,670,000	Project came in under budget
12	Eastlick Teaching Labs Renovation	Modernize teaching labs	1556-2021	DB	Dec-21	Aug-22	Jan-22	Sep-22	2,500,000	2,520,000	Added safety upgrades

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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	New Campus Fire Protection and Domestic Water Reservoir	Construct a new water reservoir on the Pullman Campus	1576-2022	DB	Jan-22	Jun-23	Feb-22	Sep-23	8,000,000	8,000,000	
14	Champions Center	Student academic facility renovation	1965-2023	DB	Jan-23	Dec-24	Sep-23	Dec-24	9,400,000	9,400,000	
15	Building Systems Infrastructure Upgrade	Upgrade mechanical, electrical, and plumbing building systems in multiple buildings	Multiple	DB	Oct-23	May-25	Nov-23	Project in Process	8,800,000	Project in Process	
16	Electrical Infrastructure Upgrade	New Medium Voltage Campus Distribution system	Multiple	DB	Oct-23	Jun-25	Nov-23	Project in Process	5,880,000	Project in Process	
17	Spokane Team Health Education Building	New 50,000 GSF teaching, research and healthcare facility	2009-2023	DB	Nov-23	May-27	Nov-23	Project in Process	37,000,000	Project in Process	
18	Tri-Cities and Research and Extension Centers	Multiple improvements to facilities	Multiple	DB	Nov-23	Apr-25	Dec-23	Project in Process	5,650,000	Project in Process	
19	Chilled Water and Metering Renewal	Improvements to chilled water system and related metering	Multiple	DB	Nov-23	May-25	Dec-23	Project in Process	6,700,000	Project in Process	
20	Roof Replacement on Various Buildings	Replace approx. 52,000 GSF of Roof on Multiple Buildings	Multiple	DB	Dec-23	May-25	Jan-24	Project in Process	4,900,000	Project in Process	
21	Kruegel-KMac Demolition	Demolish the 37,869 GSF 5 story building	2327-2024	DB	Aug-24	Apr-25	Sep-24	Project in Process	3,500,000	Project in Process	
22	Women's Swim Team Space	New locker room and team space	8859-2016	TBD	Jan-23	TBD	TBD	TBD	2,000,000	TBD	
23	Pullman Integrated Sciences Building	Anticipated 50,000 GSF research and teaching laboratory building	TBD	DB	Jul-23	TBD	TBD	TBD	75,500,000	TBD	Schedule dependent upon State funding
24	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

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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
25	Puyallup Washington Animal Disease Diagnostic Lab Facility	Renovated or new research facility	TBD	RCW 39.10	TBD	TBD	TBD	TBD	23,000,000	TBD	Schedule dependent upon State funding
26	Wenatchee Tree Fruit Research & Extension Center Plant Growth Facility	Anticipated research and teaching facility	TBD	RCW 39.10	TBD	TBD	TBD	TBD	10,000,000	TBD	Schedule dependent upon State funding
27	Pullman VCEA Modernization	Engineering sector renovation	TBD	RCW 39.10	TBD	TBD	TBD	TBD	70,500,000	TBD	Schedule dependent upon State funding
28	Pullman Dairy Modernization	Renovated or new dairy facility	TBD	RCW 39.10	TBD	TBD	TBD	TBD	84,000,000	TBD	Schedule dependent upon State funding
29	McCoy Hall Renovation	Complete renovation of research facility	TBD	RCW 39.10	TBD	TBD	TBD	TBD	42,500,000	TBD	Schedule dependent upon State funding
30	Spokane-Biomedical and Health Sciences Building Phase II	anticipated new or renovated health education building	TBD	RCW 39.10	TBD	TBD	TBD	TBD	65,000,000	TBD	Schedule dependent upon State funding
31	Football Locker Room Renovation	Upgrade of existing Football Lockerroom	TBD	TBD	Mar-25	Aug-26	TBD	TBD	3,000,000	TBD	Schedule dependent upon donor funding
32	Dodgen Nuclear Science Center Hot Cell Facility	Anticipated 5,000 GSF Addition to the research facility	2377-2025	DB	Dec-24	Apr-27	TBD	TBD	8,500,000	8,500,000	
33	WSU Pullman Campus Safety Enhancement	Expand security cameras and access doors across Pullman campus	2232-2024	DB	Dec-24	Mar-26	TBD	TBD	3,000,000	3,000,000	

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. 41 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; 28 yrs. experience; Professional Engineer, Certified CMAA	All Capital Projects					Administrative oversight during planning, design and construction.	2012	Current
3 Maja Huff	Capital Contracts Manager; 14 yrs. Experience	All Capital Projects					Contract management and control from project inception to archival.	2012	Current
3 Louise Sweeney	Senior PM; 33 yrs. experience, 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	2019
		WSU Academic Building (Everett)	64.5M	DB	PM		PM	2014	2020
		WSU Global Animal Health Phase 2	24.9M	DB		PM	PM	2015	2024
		Spokane Academic Center Diversity Center on First Floor	460K	DBB		PM	PM	2016	2019
		WSU Tri-Cities Wine Science Lab	750K	DBB	PM	PM	PM	2017	2019
		Spokane Pharmaceutical & Biomedical Sciences Remodel Rm 401	951K	DBB		PM	PM	2017	2020
		WSU TerreView Research Facility Relocation	15M	DB	PM	PM	PM	2017	2022
Tri-Cities Wine Science Center Teaching Labs 204 and 206	737K	DBB	PM	PM	PM	2017	2024		
LJ Smith Remodel for Ag	334K	JOC	PM	PM	PM	2021	2024		
USDA Cattle Barn Wind Screens	360K	JOC	PM	PM	PM	2022	2024		
New Wildlife Facility Study	80K	Study	PM			2022	2024		
Schweitzer Engineering Building	80M	DB	PM	PM	PM	2022	2024+		
4 Jason Baerlocher	Senior PM; 25 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

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Role during Project Phases			Role Start	Role Finish		
			Project Size	Project Type	Planning			Design	Construction
		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
		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	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 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	2024
		WSU Taylor Sports Complex	24.7M	DB	PM	PM	PM	2018	2024
		WSU USDA ARS Building	120M	DB	PM	PM	PM	2019	2024+
		WSU Champions Complex	9.4M	DB	PM	PM	PM	2020	2024
		WSU Athletics Facility Study	315K	Study	PM			2022	2024
		WSU Valley Road Playfields Turf and Lighting	4M	PO	PM	PM	PM	2022	2024
5	Cynthia Arbour PM; 23 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

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Role during Project Phases				Role Start	Role Finish		
			Project Size	Project Type	Planning	Design			Construction	
		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	JOC	PM	PM	PM	2019	2022	
		Replace Sidewalk Along Orchard Drive	820K	DBB	PM	PM	PM	2019	2023	
		Puyallup Kalkus Hall Roof Replacement	450K	DBB	PM	PM	PM	2020	2021	
		Johnson Annex Renovation	2M	DB	PM	PM	PM	2021	2022	
		Johnson Hall Demolition	8M	DB	PM	PM	PM	2021	2024	
		Clark Hall Laboratory Renovation	4.9M	DB	PM	PM	PM	2021	2024	
		Demolish Troy-Wegner Bridge	1.05M	DB	PM	PM	PM	2022	2024	
		Sidewalk Upgrade Crossings Along Stadium Way	590K	DBB	PM	PM	PM	2023	2024+	
		Knott Dairy Center Renovation	10.9M	DB	PM	PM	PM	2023	2024+	
		Kruegel K-Mac Demolition	2.6M	DB	PM	PM	PM	2024	2024+	
		Hall Rotunda Dining and Market Renovation	725K	Study	PM			2024	2024+	
		Student Facilities Improvement Plan	780K	Study	PM			2024	2024+	
		Knott Dairy Digester	10M	TBD	PM			2024	2024+	
6	Jeff Lannigan	Senior PM; 28 yrs. experience, DBIA Certified Associate Director, Utilities & Energy	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 Plant 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		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
			Chilled Water and Metering Renewal	6.7M	DB	PM	PM	PM	2023	2024+
7	Joanie Thomas	PM: 13 yrs. Experience DBIA Associate	Bohler Addition: Install Wall Graphics	250K	DBB	PM	PM	PM	2012	2015
			Todd Hall: Carson Center Expansion in 101	522K	DBB	PM	PM	PM	2013	2014
			Bohler Addition: Create Crimson Hub B75	278K	DBB	PM	PM	PM	2014	2015
			Todd Addition: Create New Entry for Carson Center	912K	DBB	PM	PM	PM	2014	2015
			CUB: Create Retail Space Coretech	222K	DBB	PM	PM	PM	2015	2015
			Food Quality Install New Dairy Equipment	981K	DBB	PM	PM	PM	2015	2016
			Food Quality Addition East Side	3.7M	DBB	PM	PM	PM	2015	2020
			Lighty Renovate Suite 280 & 286	300K	DBB	PM	PM	PM	2016	2016

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Role during Project Phases				Role Start	Role Finish	
			Project Size	Project Type	Planning	Design			Construction
		Info Tech: Revitalize Levels 1.2.3 Paint & Carpet	375K	JOC	PM	PM	PM	2016	2016
		Info Tech: Renovate 2176 for NOC SOC	577K	DBB	PM	PM	PM	2016	2017
		Todd Hall: Renovate Suite 402	239K	DBB	PM	PM	PM	2016	2018
		French Admin: Remodel for 4 Office Moves	288K	DBB	PM	PM	PM	2017	2020
		Tri-Cities Floyd Academic Bldg: Replace Boilers	359K	ESPC	PM	PM	PM	2017	2020
		Captive Elk Facility	1.3M	DBB	PM	PM	PM	2018	2019
		Food Quality Creamery Control Upgrades	305K	DBB	PM	PM	PM	2018	2019
		Eastlick Lab Renovation & HVAC	1.3K	DBB	PM	PM	PM	2018	2019
		Tri-Cities Academic Building	30K	DB		PM asst.	PM asst.	2019	2021
		Heald Hall Move Herbarium	500K	TBD	PM	PM	PM	2021	2022
		Eastlick Labs Renovation	2.5M	DB	PM	PM	PM	2021	2023
		Food Quality Replace Boiler	277K	TBD	PM	PM	PM	2021	2023
		Pullman New Sciences Building Pre Design	500K	DB	PM	PM	PM	2021	2024+
		Eastlick-Abelson Bustad Renovation	22M	DB		PM	PM	2023	2024+
8	Kevin Poitra PM/CM; 20 yrs. Experience AIA; DBIA Associate	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
		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-Desigo Upgrade	1.7M	DB	PM	PM	PM	2021	2023
		Bustad HVAC Service Equipment Elements and Controls Upgrade	1.6M	DB	PM	PM	PM	2021	2023
		New Campus Fire Protection and Domestic Water Reservoir	8M	DB	PM	PM	PM	2021	2024
		Pullman Caampus Sidewalk and Curb Cut Replacement	581K	DBB	PM	PM	PM	2022	2024
		Terrell Elevators Modernization	463K	DBB	PM	PM	PM	2022	2024+
		Columbia Village Sidewalks	686K	DBB	PM	PM	PM	2023	2024
		Fine Arts Parking Surface	886K	DBB	PM	PM	PM	2023	2024
		Rogers Orton Exterior Renovations	448K	DBB	PM	PM	PM	2023	2024+
		Roof Replacment on Various Buildings	2.1M	DB	PM	PM	PM	2023	2024+
		EEME Elevators 1 and 2	1.2M	DBB	PM	PM	PM	2023	2024+
		Building System Infrastructure Upgrade	8.9M	DB	PM	PM	PM	2023	2024+
		Pullman Campus Safety Enhancements	3M	DB	PM	PM	PM	2024	2024+
9	Jason Harper CM Lead; 15 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

Management and Construction Experience Matrix

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Name	Summary of Experience	Project Names	Role during Project Phases			Role Start	Role Finish
			Project Size	Project Type	Planning Design Construction		
		Troy Hall Renovation	32.2M	DB	CM CM CM	2015	2017
		Museum of Art	10.5M	DB	CM CM CM	2016	2017
		USDA ARS Building	120M	DB	CM CM CM	2019	2024+
		Clark-Johnson Demolition and Renovation	17M	DB	CM CM CM	2021	2024
		Johnson Hall Demolition	8M	DB	CM CM CM	2021	2024
		Clark Hall Laboratory Renovation	4.9M	DB	CM CM CM	2021	2024
		New Campus Fire Protection and Domestic Water Reservoir	8M	DB	CM CM CM	2021	2024
		Schweitzer Engineering Building	80M	DB	CM CM CM	2022	2024+
		Taylor Sports Complex	4M	DB	CM CM CM	2018	2024+
		EEME Elevators 1 and 2	1.2M	DBB	CM CM CM	2023	2024+
		Webster Plaza Pedestrian Bridge	1.1M	DBB	CM CM CM	2006	2017
		WSU Global Animal Health Phase 2	24.9M	DB	CM CM CM	2015	2023
		WSU Baseball Team Facility	10M	DB	PM PM PM	2012	2020
		Spokane Center for Research and Simulation Sleep Research Space	900K	DBB	CM CM CM	2018	2024
		Captive Elk Facility	1.3M	DBB	CM CM CM	2018	2019
10 Brian Funke	CM; 20 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	65M	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
		Clean Technology Laboratory Building	52.8M	DB	CM CM CM	2011	2015
		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
		Football Operations Building	61M	GCCM	CM CM CM	2014	2019
		Research Park Solar Array	720K	DBB	CM CM CM	2015	2018
		Elson S. Floyd Cultural Center	16M	DB	CM CM CM	2015	2020
		VTH Replace Copper Shielding	974K	DBB	CM CM CM	2015	2021
		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	30M	DB	CM CM CM	2019	2021
		5KV Overhead Electrical Lines	462K	DBB	PM PM PM	2019	2024
		5KV Replace Feeders	1.1	JOC	PM PM PM	2019	2024+
		Replace Multiple 5KV Feeders	1.7	DBB	PM PM PM	2021	2024
		USDA Sheep Pen Improvements	304K	DBB	PM PM PM	2022	2024
		Demolish Troy-Wegner Bridge	1.05M	DB	CM CM CM	2022	2024
		Grimes Way Steam Plant Natural Gas Generator	1.5K	DBB	PM PM PM	2023	2024
		Grimes Way Avista Ductbank	1.9M	DBB	PM PM PM	2023	2024
		Electrical Facilities Upgrades	5.8M	DB	PM PM PM	2023	2024+
		Knott Dairy Renovation	10M	DB	CM CM CM	2023	2024+
11 Adam Ferry	CM; 16 yrs. Experience	General Campus Stadium Way Bypass	1M	DBB	PM PM PM	2014	2016

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Role during Project Phases					Role Start	Role Finish
			Project Size	Project Type	Planning	Design	Construction		
		Orchard Drive Pedestrian Path	1.2M	DBB		CM	CM	2017	2024
		Prosser USDA Lab Upgrades	330K	DBB		CM	CM	2019	2023
		Eastlick Lab Renovation	1.5M			CM	CM	2021	2023
		Pullman Campus Repave Stadium Way	450K	DBB	PM	PM	PM	2021	2024
		Champions Center	9.4M	DB		CM	CM	2023	2024
		Eastlick-Abelson Bustad Renovation	22M	DB		CM	CM	2023	2024+
		Wentachee Orchard Irrigation Line	500K	DBB	PM	PM	PM	2023	2024+
12 Phil Johnson	PM, 21 yrs. Experience Licensed PE, SE, and CCM	Pullman Campus Water Metering Part 1	1.3M	ESCO	PM	PM	PM	2006	2019
		Research Park Solar Array	720K	DBB	PM	PM	PM	2015	2018
		East Campus Chilled Water Plant Cooling Towers	1.8M	ESCO	PM	PM	PM	2015	2019
		Utility Tunnels and Holland and Grimes	1.3M	DBB	PM	PM	PM	2019	2021
		Student Rec Center Boiler Replacement	660K	ESCO	PM	PM	PM	2020	2022
		Sephenon Towers Steam Converters	400K	ESCO	PM	PM	PM	2020	2022
		Rotunda Chiller Replacement	326K	ESCO	PM	PM	PM	2021	2022
		Utility Tunnels Lid Replacement Alumni Way	433K	DBB	PM	PM	PM	2021	2022
		Student Affairs Condition Assessment	200K	Study	PM	PM	PM	2021	2022
		Dodgen Reactor Pool Coating	492K	PO		PM	PM	2021	2024
		Wegner Fan Coil Unit	450K	DBB	PM	PM	PM	2021	2024
		Dodgen Replace NSC Reactor Ventilation System	1.1M	DBB	PM	PM	PM	2021	2024
		Terrell Controls Optimization	705K	ESCO	PM	PM	PM	2022	2023
		Gym Complex Metering Renewal	628K	DBB	PM	PM	PM	2022	2024
		Student Rec Center Chiller and Boilers	4.1M	ESCO	PM	PM	PM	2023	2024+
		Clean Building Performane Standard Energy Efficiency Improvements	5M	Study / DB	PM	PM	PM	2023	2024+
		Dodgen Hot Cell Facility Addition	8M	DB	PM	PM	PM	2024	2026+
		Nodul Utility Plant	3M	DB	PM	PM	PM	2024	2026+
13 Craig Cole	PM; 11 yrs. Experience	LARC Potato Research Relocation	375K	JOC	PM	PM	PM	2021	2023
		Tri-Cities Chiller Replacement	1.03M	DBB	PM	PM	PM	2021	2024
		Tri-Cities CIC Gender Neutral Restrooms	230K	DBB	PM	PM	PM	2022	2024
		Prosser Hamilton Hall Roof Replacement	880K	DBB	PM	PM	PM	2023	2024
		Tri-Cities and Research and Extension Centers	5.6M	DB	PM	PM	PM	2023	2024+
		Wenatchee Sunrise Orchard Solar Array	1.9M	TBD	PM	PM	PM	2024	2024+
14 Eric Smith	PM; 26 yrs. Experience Civil Engineer	Spokane Phase One Building Renovation	16M	DB		PM	PM	2019	2024
		Spokane Gleason Insistute Renovation Phase 1	400K	DBB		PM	PM	2019	2024
		Spokane Team Health Education Building	37M	DB	PM	PM	PM	2023	2024+
		Spokane College of Nursing Boiler Replacement	400K	DBB	PM	PM	PM	2023	2024+
		Spokane PBSB Repair Damage from Water Leak in Room 1301	370K	JOC	PM	PM	PM	2024	2024
		Spokane HERB Upgarde NAHS Simulation Center	1.7M	DB	PM	PM	PM	2024+	2024+
15 Neil Burton	PM; 25 yrs. Experience	Golf Team Clubhouse Upgrade Exterior and Build Addition	582K	DBB		PM	PM	2023	2024+
		Fine Arts Museum Flooding Repair	711K	JOC	PM	PM	PM	2023	2024
		Chinook Village Complex Repair and Replace Decks	549K	DBB	PM	PM	PM	2023	2024
		Ensminger Beef Cattle Center Replace Water Lines	522K	JOC	PM	PM	PM	2023	2024
		Fine Arts Teaching and Learning Upgrades	500K	DBB	PM	PM	PM	2023	2024+
16 Jeremy Griffin	CM; 1 yr. Experience	Dodgen Replace NSC Reactor Ventilation System	1.1M	DBB			CM	2024	2024
		Fine Arts Museum Flooding Repair	711K	JOC			CM	2024	2024
		Columbia Village Sidewalks	686K	DBB			CM	2024	2024

Management and Construction Experience Matrix

Exhibit 2

Name	Summary of Experience	Project Names	Role during Project Phases					Role Start	Role Finish
			Project Size	Project Type	Planning	Design	Construction		
		Rogers Orton Exteiors	448K	DBB			CM	2024	2024
		Fine Arts Parking Surface Repair	886K	DBB			CM	2024	2024
		Smith Center Café Beverage Lab Remodel	457K	DBB			CM	2024	2024+
		Golf Team Clubhouse Upgrade Exterior and Build Addition	582K	DBB			CM	2024	2024+
		EEME DX Units	565K	DBB			CM	2024	2024+
		Smith Gym Remodel Suite 53	800K	JOC			CM	2024	2024+
		Chilled Water and Metering Renewal	6.7M	DB			CM	2024	2024+
		Fine Arts Teaching and Learning Upgrades	500K	DBB			CM	2024	2024+
		Kruegel K-Mac Demolition	2.6M	DB			CM	2024	2024+
		Dodgen Hot Cell Facility Addition	8M	DB	CM	CM	CM	2024	2024+
17	Brendon Giroux	PM; 6 yrs. Experience							
		Bustad Renovation	2.5M	DB			PM	2019	2022
		Burton JOC Contract	12M	JOC			PM	2022	2024
		Smith Gym Remodel Suite 53	800K	DBB			PM	2024	2024+
		VTH Barn Flooring in Large Animal Area	418K	JOC			PM	2024	2024+
		Pullman Campus Safety Enhancements	4M	DB	PM	PM	PM	2024	2024+

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Contracts and Diversity
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Jason Harper
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Management Support

Project Management Consultant

Design Build Team / GCCM
Project Manager

Specialty Consultants
Survey, GeoTech, Commissioning,
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Architects / Engineers

Subcontractors