

State of Washington
PROJECT REVIEW COMMITTEE (PRC)
APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Cheney Public Schools**
- b) Mailing Address: **12414 S. Andrus Rd., Cheney, WA 99004**
- c) Contact Person Name: **Ben Ferney** Title: **Superintendent**
- d) Phone Number: **509-559-4502** E-mail: **bferney@cheneysd.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Craig Road Elementary School**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*
 Anticipating an approximately 62,000 sf new school built on a 11.5-acre site to house approximately 500 - PK-5 students in a part of the district that is overcrowded now and for the foreseeable future. Currently elementary kids are being bused up to 45 minutes each way to attend elementary school. This new school will allow the district to provide better boundaries for elementary school age kids with less travel.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (Legal etc.)	\$300,000
Estimated project construction costs <i>(including construction contingencies & sales tax and A/E fees)</i> :	\$39,000,000
Equipment and furnishing costs	\$2,500,000
Off-site costs	\$1,000,000
Contract administration costs (owner, cm etc.)	\$1,700,000
Contingencies (design & owner)	\$5,000,000
Other related project costs (misc. costs)	\$500,000
Total	\$50,000,000

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The district does not currently have funding for the project; however, a \$72 million capital bond measure will be considered by voters on February 13, 2024. The district does not plan to begin the selection process until they know whether the bond will pass. However, we do not want to lose over a month after passage waiting for another PRC meeting. The district does not want any firms to expend any pursuit costs until we know if the bond has passed.

3. Anticipated Project Design and Construction Schedule

Please provide *(See Attachment B for an example schedule.)*:

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

DESCRIPTION	STATUS/DURATION
Procure Management Consultant (including Design-Build Advisor)	Completed
Procure Design-Build Legal Services	Completed
PDB PROCUREMENT	
PDB RFQ Advertisement #1	02/14/2024
PDB RFQ Advertisement #2	02/21/2024
Pre-Proposal Meeting	02/27/2024
PDB SOQ Due	02/28/2024
CPS Selection Committee SOQ Review and Scoring	03/11/2024-03/21/2024
Notify Shortlisted Finalist Teams	03/22/2024
Issue RFP to Finalists	03/29/2024
PDB Interactive Meetings	04/03/2024-04/04/2024
PDB Management Plan and Fee Proposal Due	04/12/2024
Management Plan and Fee Review and Scoring	04/15/2024-04/24/2024
Announce Apparent Successful Proposer	04/25/2024
Contracting Negotiations	04/25/2024-06/01/2024
CPS Contract Approval	06/02/2024
Design-Builder NTP	June 2024
Substantial Completion	July 2026

4. Explain why the DB Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

Currently, there are several progressive design build K-12 school facilities either in construction or completed that will be utilized for reviewing lessons learned in the programming, design, and construction of this facility. The beauty of the design-build methodology is that it reduces barriers and promotes teamwork, both to the great benefit of the owner of this project. We will be using all of these past projects for lessons learned and to evaluate pros and cons. We will be introducing the district to Morris with Tacoma Public Schools about lessons learned as well.

- If the project provides opportunities for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

With the current building and logistics environment, it is crucial to have a team comprised of a builder and designer to allow the design to proceed in a manner that gives the contractor flexibility in procuring materials. We must have a flexible team which can work together to give the district a building to last over 50 years and yet be modern and flexible enough for the constantly changing educational environments. The design-builder will also be able to utilize their most reliable subcontractors without having to take weeks or months to receive bids as required in the GC/CM or Design Bid Build environment.

Utilizing target value design (TVD) will help the team prioritize what's most important. CPS needs the best design-build team possible to help work through these scenarios, provide innovative and creative approaches, and determine what delivers the greatest value to the project and the community. An experienced and qualified design-builder will provide the most efficient solutions to meet the needs of CPS and maximize the value of the available funds.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Progressive Design-Build (PDB) is inherently set up to allow the most flexibility to the team and provide the greatest opportunities to save time. We can be building portions of the project while the remainder of the building is being designed.

By utilizing the design-build process and selecting the right team who can plan and implement an effective schedule, Cheney Public Schools can successfully ensure that impacts to the community are minimized during the construction. In addition to minimizing disruptions, PDB will also give us the best opportunity to finish the project on schedule, without any delays.

PDB will also give the team the ability to order long-lead procurement items during design, to ensure that the necessary materials are ready and on site when construction is planned to start. An experienced design-builder will help develop and execute a flawless phasing plan for each scope of work to minimize disruptions to the community.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The current construction market is still volatile but improving. The availability of many goods is difficult to come by, and lead times (in addition to prices) are fluctuating every day. Cheney Public Schools needs a design-builder that can identify early procurement items, and when material and equipment should be ordered. There may be a need to utilize "mini GMP's" to lock in pricing and get materials ordered and on site. Having a well-versed design-builder will help us identify the most cost-effective means and methods for the project, while also monitoring the volatile construction market to identify the best time to order certain materials. Given that this project has a fixed budget, a design-builder can help to efficiently allocate funds and ensure that the scope fits the budget. PDB provides the best opportunity for the earliest cost certainty to meet the budget goals. Utilizing Target Value Design will be critical in keeping the scope aligned with our fixed budget.

- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.

There are far too many variables in this project for DBB to be practical. It is doable but, in this market, we are looking for the earliest cost certainty and PDB offers that. CPS needs a design-builder to help identify a scope that fits the budget, develop a phasing plan that will minimize disruptions to the neighborhoods and provide flexibility and timeliness to the school district staff, and to order long lead time procurement items well before construction takes place. Materials are needed on site and must be ready to go when construction starts. An efficient construction, phasing and sequencing plan is required, followed by a flawless execution of the plan. DBB does not fit these parameters, and could lead to a difficult, costly, and painful construction period. In addition to the reasons above, the Spokane construction market is still very busy. PDB affords higher project success rate in quality, time, and cost certainty as an integrated team can manage and resolve risks in a more effective manner than in traditional DBB delivery. Improved coordination, predictability, and efficient project delivery are hallmarks that are difficult to achieve in DBB procurement. Design-Bid-Build often results in a higher rate of change, risks, and claims than that of integrated teams.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

Cheney Public Schools has been to several presentations on project delivery methods which have explained and compared GC/CM versus Design Build versus Design Bid Build and have talked internally about the pros and cons of each and have determined progressive design build gives them the best opportunity for success for their district. They have finished their 2017 bond

campaign projects in 2021 which were highlighted by using the GC/CM delivery method on their high school renovation.

They have also contracted with OAC Services to serve as the District's Project Management and Design-Build Advisor for this 2024 Bond Campaign. OAC Services has been retained to provide comprehensive Project and Construction Management and Owner Advisor services for the duration of the 2024 Bond Program projects to supplement where Cheney Public Schools lacks experience in D-B contracting. As one of the region's most experienced alternative delivery project management consultants, OAC has successfully managed Design-Build projects ranging from \$2 million to \$200+ million for clients including King County, Washington State University, the City of Spokane, Jefferson County Public Health District, Central Kitsap School District, Snohomish County 911, and Northshore School District, including at least fifteen PDB projects.

- A project organizational chart, showing all existing or planned staff and consultant roles.

Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.) **SEE ATTACHMENT A**

- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Dr. Ben Ferney, Superintendent, Cheney Public Schools

Dr. Ferney has over five years of Superintendent experience and will be the overall project lead and retain decision-making authority on all matters related to the design and construction. Dr. Ferney and the Cheney School District Board of Directors have arranged to work with experts in legal and construction to advise him. He will rely upon Rich Brown his Maintenance and Facilities Director, who has over 30 years of experience in HVAC and School District Maintenance & Construction as well.

Jamie Reed, Director of Finance and Operations, Cheney Public Schools

Ms. Reed has worked in school finance for fifteen years and will serve as the financial lead on the project. To support financial compliance and cash flow projections the District has arranged to work with experts in construction finance and bond compliance.

Jeff Jurgensen, Sr. Vice President, CCM, DBIA – Principal in Charge and Design Build Advisor

Jeff has over 30 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Spokane Public School District agency approval. He also has worked on six major capital design-build projects, one design-build project at Spokane International Airport as well as one K12 design-build project with the Paschal Sherman Indian School in Omak Washington and led the City of Spokane through their first design build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington and Spokane local construction market.

Stacy Shewell, DBIA, PMP, Preconstruction Manager & DB Advisor, OAC Services

Stacy has more than a decade of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has worked on multiple Design-Build projects varying in scope, complexity, and design-build procurement style, from traditional to progressive, with a combined value over \$500 million dollars. On these projects, she has acted both in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with WA state RCW 39.10 and ongoing project management to ensure successful implementation of the alternative delivery process. Her Design-Build projects include two that were honored at the national level by DBIA for excellence in teaming and process.

Mr. Andrew Greene, Perkins Coie

Andrew Greene is a partner in the Seattle office of Perkins Coie LLP and chair of the firm's national Construction Law practice (ranked "Tier 1" nationally for Construction Law in U.S. News "Best Lawyers and Law Firms" and the only firm designated "Band 1" in Washington by Chambers USA). Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and projects and in 2020 he was named "Construction Law Lawyer of the Year" in Washington by The Best Lawyers in America. Andrew has provided legal assistance to over 100 Washington public entities and Design-Build and GC/CM-specific assistance and project counsel support for dozens of public entities, including school districts, universities, ports, and park districts. Based on this experience, Andrew is well versed in PDB, including preparing contract documents and helping public owners comply with the requirements of Chapter 39.10 RCW. His work also includes drafting and negotiating preconstruction, design, construction management, construction, and DB agreements; providing procurement and compliance support; and helping public owners resolve disputes that can arise during a project and after construction is complete.

Rusty Pritchard, CCM, DBIA, Program/Senior Project Manager, OAC Services Inc.

Mr. Pritchard will lead the PDB procurement process, GMP negotiations and administration of the PDB contract through design, construction and closeout. Rusty has over 38 years of managing the planning, design and construction of public facilities at the federal, state and local level. He will report directly to the Superintendent with information for Board actions and decisions. He will also have the assistance from Stacy Shewell and Jeff Jurgensen.

Kathryn Getchell, CCP, PSP, Project Controls Manager, OAC Services Inc.

Ms. Getchell is a highly skilled project controls professional with more than 30 years of experience in scheduling, budget development and cost controls, and all phases of project planning, from inception through completion.

Her vast areas of controls expertise include CPM scheduling services, baseline schedule development, budget development, cost management, monthly update reporting-budget versus actual, trend report, change order/risk management reporting various costs, estimate to complete, contract management, and invoice administration.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

See Attachment B for Stacy and Jeff

- The qualifications of the existing or planned project manager and consultants.

Note: For Design-Build projects, you must have personnel who are independent of the Design-Build team, knowledgeable in the Design-Build process, and able to oversee and administer the contract.

See Jeff Jurgensen and Stacy Shewell and Rusty Pritchard Biographies

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

OAC will be used as our project/construction management firm, and design build advisor for the planning, design, construction, and closeout of the project. The funds for OAC are allocated within our Total Project Budget for planning through closeout. OAC is currently under contract as approved by the Cheney Public Schools Board of Directors.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

OAC has completed or is currently managing 22 design-build projects ranging from \$3M-\$200M including progressive design build. OAC's project portfolio includes a number of projects for cities within the state of Washington. An active participant in Alternative Project Delivery, three OAC staff members, including one on this project, have served on the Project Review Committee and have provided training in GC/CM and Design-Build delivery in Washington, Montana and Alaska.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

Our high-level summaries below clearly articulate our organizational controls:

Project Management and Decision Making:

Authority and decision-making responsibility will be provided by CPS Superintendent, Ben Ferney, with implementation by OAC Services. OAC is currently and will continue to meet with the district weekly to discuss and plan project needs, milestones, develop strategy and courses of action for implementation of the project. Rusty Pritchard will be the primary point of contact for OAC with assistance from Jeff Jurgensen as well as Stacy Shewell for the PDB process.

Selection Committee

The D-B Selection Committee will consist of district staff, administration, leadership personnel, and one or two board members. OAC will be a non-voting member of the selection committee but involved in organizing, facilitating and monitoring the selection process.

Communication

Cheney Public Schools will use a variety of well-established formal and informal tools to provide effective and impactful communications with all of those involved in the project consistently. The district will advertise the RFQ and post on their website. After SOQ's have been scored, the selection committee will meet with the shortlisted teams to better understand the project approach and have an opportunity to meet each team member in person. Once a "most qualified" design build team is selected, the district and OAC will meet the design build team during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to verify that the owner's expectations and vision of the completed project are being achieved.

Project Progress

Progress will be reported weekly by the design build team to the district and OAC. Formal reports will be sent to the Superintendent to be presented to the Board of Directors, as desired by the Superintendent. Project status updates posted to the Cheney Public Schools website as desired by district staff.

Budget Monitoring

OAC will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis. Financial reporting will be provided by OAC to the Director of Finance after Kat Getchell meets with the district finance department to reconcile costs every two weeks or as desired by the district. These reports will then be used by the Superintendent in his presentations to the Board of Directors. The district will maintain its own project contingency and reserves to address any owner driven scope changes or unforeseen conditions.

Schedule

The proposed project milestone schedule will be provided in the design-build RFQ/RFP documents. The successful design build team will work with the owner to produce a very detailed project schedule accounting for permitting, design, bidding and construction, closeout and warranty.

Weekly look ahead schedules will be delivered along with monthly updates for each pay application.

OAC (Kat Getchell) will review and comment on the submitted baseline schedule.

- A brief description of your planned DB procurement process.

Cheney Public Schools intends to follow a two-step, qualifications based, Progressive Design-Build procurement process as outlined below:

Following PRC approval, the Request for Qualifications (RFQ) will be issued. The RFQ will include a draft Design-Build Agreement and outline of RFQ response requirements and evaluation criteria pursuant to Washington law.

Statements of Qualifications (SOQ) received in response to the RFQ will be reviewed and scored by the selection committee based upon the criteria outlined in the RFQ to determine a shortlist of Finalist teams. Ideally three, but not more than five, teams will be shortlisted. Shortlisted proposers will be invited to respond to a Request for Proposal (RFP), which will include the team's project specific Management Plan, participation in Interactive Meetings and proposed Fee Percentage. Evaluation Criteria for the Proposal components will be outlined in the RFP and will specifically include the Finalists' inclusion plans for small, disadvantaged and OMWBE certified businesses.

Selection of the successful Design-Builder will be based upon combined scoring of their SOQ and Proposal per the Criteria outlined in the RFQ and RFP.

The Finalist with the highest combined score will enter contract negotiations with Cheney Public Schools. Following selection and contracting of the Design-Builder, the district and OAC will participate in subconsultant and subcontractor procurement. Subcontractors will be procured using lump sum, design assist, and Design-Build approach as deemed appropriate based on the content of each package and per the advice of the Design-Builder.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

Upon approval from the PRC to move forward with PDB, the Cheney Public Schools will partner with Perkins Coie to create the contract documents and terms for the project. Perkins Coie will work with the district and OAC to coordinate the RFQ, RFP, and contract documents, and to ensure clarity. OAC and Perkins Coie have a long-standing working relationship and a good mutual understanding of a well-crafted PDB contract that allocates risk appropriately and encourages cooperation and owner service. Perkins Coie also advised the district on their 2017 bond projects and is engaged and ready to move forward.

7. **Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

[See Attachment E](#)

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- An overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

Cheney Public Schools intends to maximize its use of PDB and will begin the design process with the selected Design-Build team, therefore floor plans and sections have not yet been developed.

Preliminary budgets are based on cost/square foot assumptions. No concept site plans, floor plans or building sections have been produced as part of these efforts.

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

None

10. Subcontractor Outreach

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

Cheney Public Schools is committed to diverse business practices. Outreach efforts will include, at a minimum:

Owner Outreach: An outreach meeting will be held prior to the bond to encourage interest in this and other district projects. MWBE participation goals will be a topic of discussion as well as general information for the community.

Design-Builder Selection Criteria: As an element to be scored in the SOQ and Management Plan, proposing design-builders will be asked to describe their approach to ensuring MWBE subconsultant and subcontractor participation as well as their past performance with such participation.

Design-Builder Outreach Plan: During the early planning phases of the project, the selected Design-Builder will be asked to provide a project specific outreach and procurement plan with special attention to providing opportunities to MWBE and local firms. The DB will be required to consider MWBE participation in the organization of their bid packages, including providing a procurement plan indicating procurement approach for each bid package and an identified participation target. This plan will require district approval prior to implementation. The plan will also be required to outline outreach strategies, including but not limited to: training, mentoring, and public meetings designed to enhance interest and emphasize the encouragement for small, local, minority and women owned business participation.

Central and Eastern WA have fewer certified firms than other parts of the state. Cheney Public Schools and OAC are committed to encouraging participation on this and future projects and improving access to certification by providing educational opportunities and outreach to disadvantaged businesses.

CAUTION TO APPLICANTS

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The 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 to use the DB contracting procedure, you also agree to provide additional information if requested.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) 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.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature:  _____

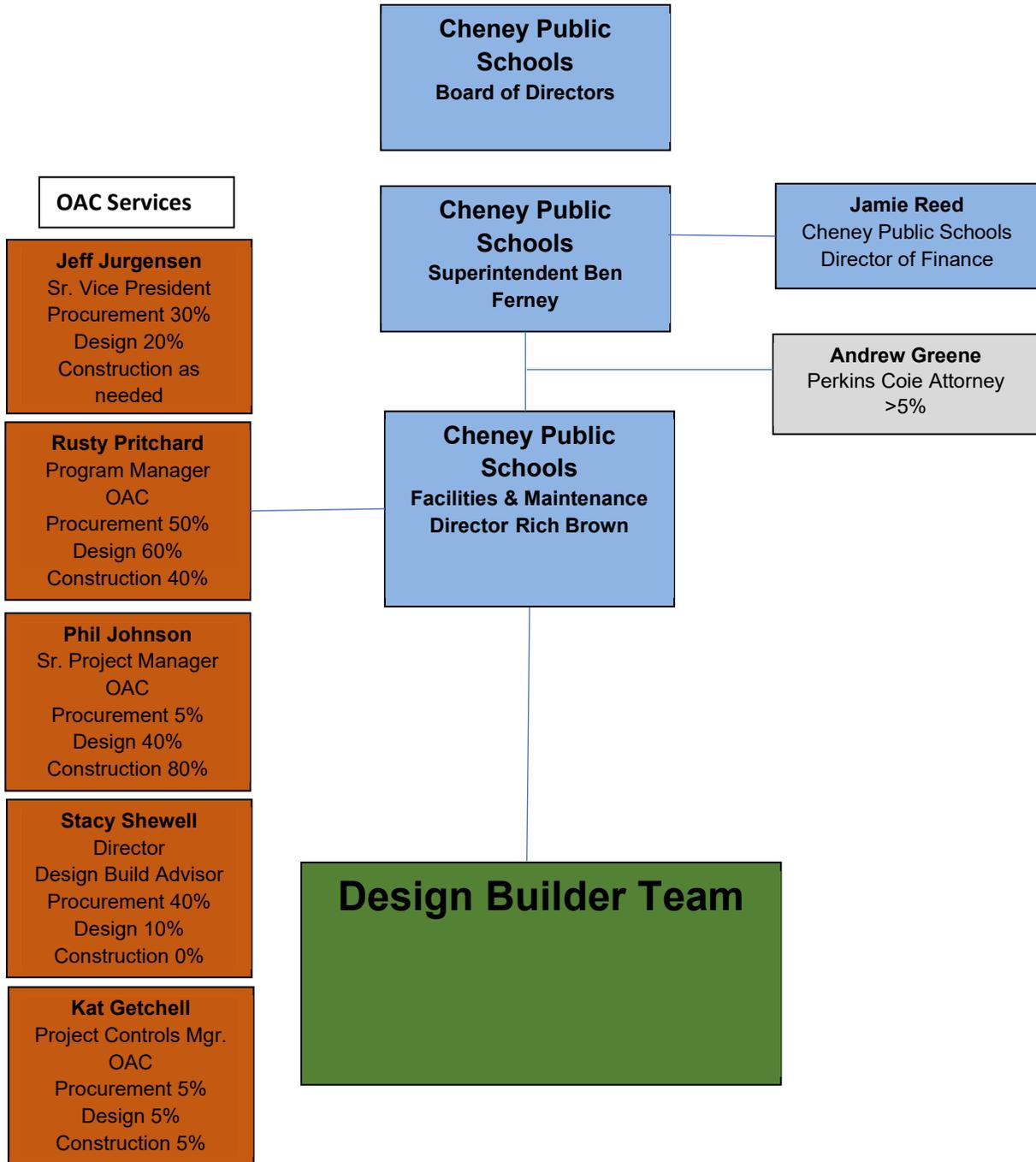
Name: (please print) Ben Ferney _____ (public body personnel)

Title: Superintendent _____

Date: 12/18/23 _____

PROJECT ORGANIZATION CHART

ATTACHMENT A



Attachment B – Consultant Experience

Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

Name	Affiliation/Role (Exp in section 6.3)	Projects	Construction Budget	Procurement Type	Pre-Design Role	Design Role	Construction Role
Stacy Shewell	OAC Services, Preconstruction Manager	Grant County PUD, Service Center	\$163.5M	PDB	Preconstruction Manager, DB Advisor		
		Snohomish County 911, Emergency Communications Center	\$35M	PDB	DB Advisor		
		Ellensburg School District, Lincoln Elementary	\$19.5M	PDB		Project Manager	Project Manager
		Northshore School District, Elem. Mods. – SECC, FW, CS, WO	\$51M	PDB	DB Advisor		
		Northshore School District, Elem. Exp. – SECC, FW, CS, WO	\$77M	PDB	DB Advisor		
		Jefferson Healthcare, South Campus Replacement and Add.	\$113M	PDB	DB Advisor		
		Central Kitsap School District – WSTSC	\$83M	PDB	DB Advisor		
		Central Kitsap School District, Fairview Middle School	\$65M	PDB	DB Advisor		
		King County Metro, Atlantic Base Yard Rehabilitation	\$25M	GC/CM	PM & GC/CM Advisor		-
		Sound Transit, Sounder Maintenance Base	\$100M	DB	Project Manager	-	-
		Bothell Fire Stations 42&45	\$36M	PDB	DB Advisor		
		Washington State Convention Center	\$1B	GC/CM	Construction Contract Manager		-
		Juanita High School	\$107M	GC/CM	Project Manager		-
		Washington State University, Spark Academic Building	\$65M	DB	Project Manager		-
		Washington State University, Everett Academic Center	\$65M	DB	Project Manager		
		Spokane Central Services Center	\$15M	DB	Project Manager		
Jeff Jurgensen	OAC Services, PIC						
		Almira School District Replacement	\$30M	PDB	PIC		
		Central Valley School District (6 GC/CM projects)	\$180M	GC/CM	Project Manager		
		Washington State University Visitors Center	\$2M	DB	DB Advisor		
		Washington State University Northside Residence Hall	\$33M	DB	DB Advisor		
		Pascal Sherman Indian School	\$16.5M	DB	Project Manager		
		City of Liberty Lake Town Square	\$12M	DB	Project Manager		
		Nelson Service Center	\$15M	DB	Project Manager		
		Spokane International Airport DB Parking Garage	\$15M	DB	Project Manager		

