



March 7, 2025

Capital Projects Advisory Review Board
Project Review Committee

Attn: Talia Baker, CPARB/PRC Staff
RE: Letter of Interest/Application
PRC General Contractor position opening

Dear Ms. Baker and members of the PRC:

My name is Thrall Hershberger, Vice President and Area Manager of Kraemer North America LLC in our Pacific West Region, headquartered in Seattle.

I am requesting consideration and applying for the published opening for a General Contractor representative pursuant to the Project Review Committee Vacancies letter currently published on the DES-PRC web page.

As an Associate DBIA member, my experience in public works alternative delivery projects in the State of Washington include numerous pursuits as well as management of the following successful, completed design-build and GC-CM projects.

- Denver Federal Center Remediation and Utilities, GC-CM, GSA 2010-2011

-Murray Morgan Bridge Rehabilitation, City of Tacoma 2011-2013

-South 200th Link Extension, Sound Transit 2013-2015

-I-405 NE 6th to I-5 NB HSR, WSDOT 2017

-US 12 Wildcat Creek Bridge Replacement, WSDOT 2017-2018

-US 395 NSC Spokane River to Columbia Shared Use Path, WSDOT 2020-2022

Of note, I managed the first design-build projects that were administered in the WSDOT South Central and WSDOT Eastern Regions. This offered a unique experience of not only collaborating but being afforded the opportunities to help 2 separate clients understand, navigate and receive the full value of the design-build process for the first time.

Additionally, I am currently leading the efforts on the following progressive alternative delivery projects in Washington; the Wenatchee Confluence Parkway PDB, City of Wenatchee and the Deschutes Estuary Restoration Heavy Civil GC/CM projects.

The significance of this is not just that I have extensive alternative contract delivery method experience in Washington. There are many people that do as well and many with more experience than I. What I am able to provide to the PRC, if selected, is a very broad range of understanding different Washington public sector agencies and the different nuances that come with different scopes of work and different needs or motivations of different owners, agencies and stakeholders. That combined with a superior knowledge of constructability and means and methods from my years as an engineer and superintendent allows me to accurately identify construction risks or lack thereof and categorically apply the best solution for all parties to minimize those risks or capitalize on opportunities. Finally, the opportunities I've had being able to assist multiple clients in navigating their first alternative delivery projects successfully have given me great insight into the client's "needs" when they didn't initially understand the nuances of alternative contract delivery, or the full potential of the advantages (typically reduced overall cost and reduce time for completion) or in some cases disadvantages when a project was selected as design build.

As well, I'm equally qualified to analyze a particular client's preparedness and ability to administer an alt delivery project as I can determine the best path based on the project work scope as well as the status and challenges of



the planning, design progress and pre-construction efforts needed, or already expended, at the time a project is presented to the Committee.

With this level of understanding of alternative capital projects delivery as a Design Builder or General Contractor/Construction Manager and having been responsible for both pursuit and execution of successful alternative delivery contracts as a Superintendent, Construction Manager, Project Manager and executive oversight, I am well versed in project budgeting, scheduling, design-management and contract administration as well as keen to the important roles that our craft workforce, including priority hire and TERO employees, and subcontractors, suppliers and consultants play in the overall delivery of a successful project. Perhaps most important is the inclusion of subcontractors, particularly DBE/SCS subcontractors as well as seeking to grow our employees. With the continued and foreseeable demands for an ever growing workforce in Washington to achieve the desired results on every project, I have prioritized the outreach to, and use of, DBE/SCS subs and a dedicated effort to involve employees from under-served or priority hire locations and backgrounds whenever possible, fostering relationships that extend beyond contractual requirements or quotas.

In closing, I have the knowledge and will to help our State's contracting agencies continue moving forward in the most efficient way possible.

Please consider my application.

My contact information is as follows:

970-319-0630

thershberger@kraemerna.com

References:

Scott Golbek, WSDOT PE South Central Region: 509-654-2637, golbeks@wsdot.wa.gov

Robert Blegen, Public Works Director City of Spokane Valley (former WSDOT Eastern Region ARE): 509-991-7612, rblegen@spokanevallywa.gov

Laura Peterson WSDOT Engineer Southwest Region: 360-936-2056, laura.peterson@wsdot.wa.gov

Sincerely,

Thrall Hershberger
Vice President, Area Manager
Kraemer North America, LLC