

***Proposal for:***

**Washington State  
Department of Enterprise Services**

**Job Order Contractor for  
Eastern Services**

**RFP J26-03 and J26-05**

***Submitted by:***

**Burton Construction, Inc.**

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Spokane, WA 99217  
(509) 468-4932

**April 13<sup>th</sup>, 2026**



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April 13, 2026

Ladies and Gentlemen,

We are very pleased to submit this proposal to provide Job Order Contracting (JOC) services to the Washington State Department of Enterprise Services in Eastern Washington. As you know, we have had the privilege of serving you through many previous JOC contracts and you are a very important customer to us. We would be thrilled to have the opportunity to continue serving you.

We believe that we have demonstrated that we have people with the attitude, knowledge, and experience to successfully complete the many diverse projects to be executed through this JOC contract. We are very proud of our success in JOC and the many other important projects we have completed during our long history.

Our company was founded here in Spokane by my father over 45 years ago. Our success and longevity can be attributed to our unwavering focus on open communication, collaboration, fair negotiation, and teamwork. We are dedicated to building lasting relationships and we have worked diligently to establish and maintain our valued reputation for honesty, quality of work, and timely completion of projects.

This focus on building relationships is especially important when providing opportunities for certified diverse business enterprises. We know that this is a high priority of you and as president of BCI I share that commitment.

As you evaluate this proposal, we trust you will see many advantages to continuing to team with BCI on this contract. These include but are not limited to:

- We have extensive experience in Job Order Contracting, including eighteen years of serving the DES, your customers, and many other agencies across Washington.
- We are Washington-based firm with well-established business relationships and strong ties with top-quality subcontractors, suppliers, and consultants throughout the state.
- We have our home office and many key team members based here in Eastern Washington, so we have an unparalleled ability to work efficiently and effectively throughout the region.
- We have a long-standing reputation for performing quality work for a fair price.

I am 100% committed to the success of this contract and will give my full on-going support to our JOC Team. Please know that my door is always open to you, feel free to call or visit anytime.

Our point of contact for purposes of this solicitation is Jim Anderson, JOC Program Manager, (509) 710-8338, email: [JAnderson@burtonconstruction.net](mailto:JAnderson@burtonconstruction.net). Thank you for trusting us for all these years, we look forward to continuing this very successful partnering relationship!

Sincerely yours,

Jennifer Burton  
President



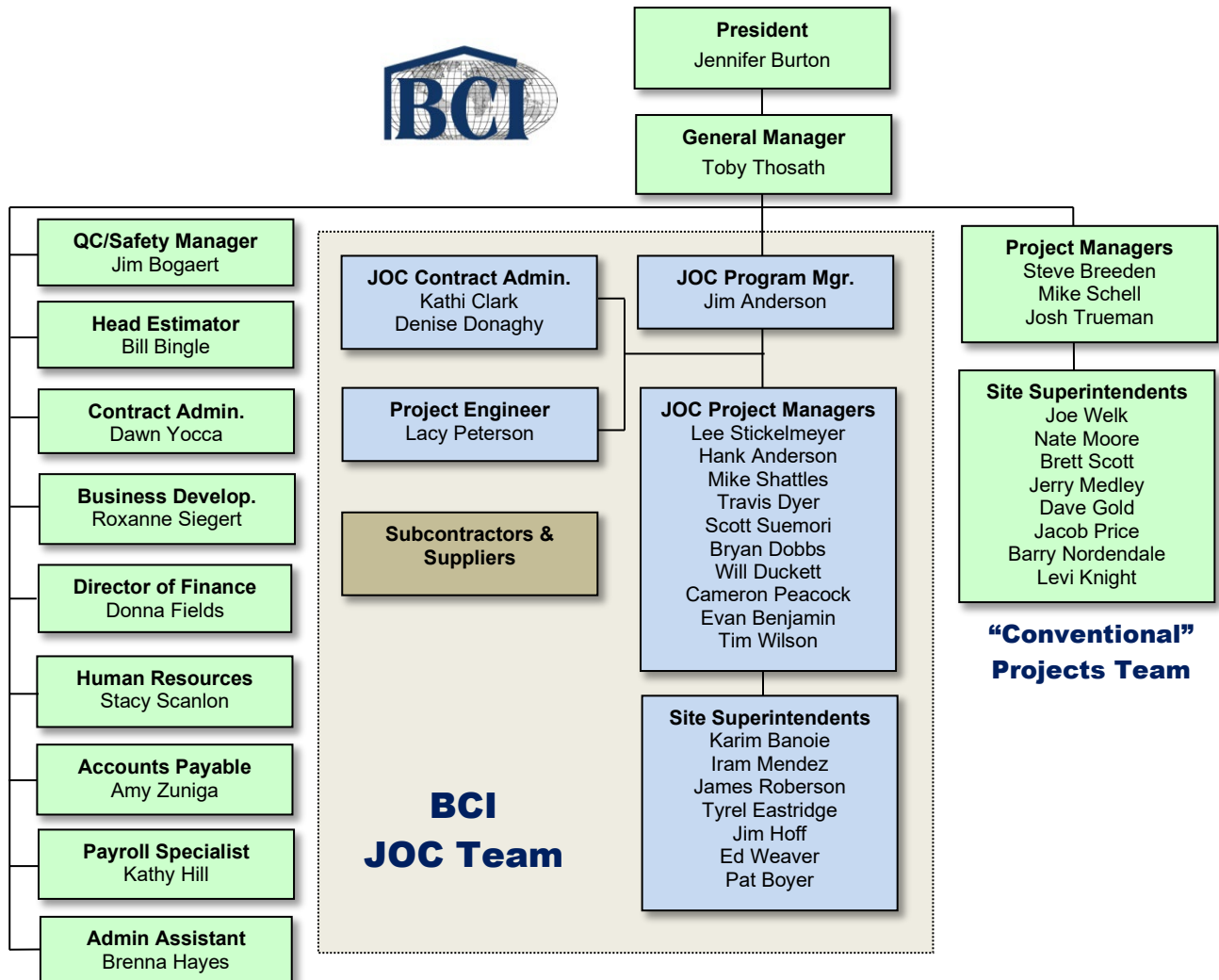
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**Tab A: Ability and Qualifications of Professional Personnel**

We are very pleased to introduce the men and women of Burton Construction, Inc. (BCI) who we propose to continue to serve the Washington State Department of Enterprise Services through this Job Order Contract. As you know, we have many years of JOC experience, including over 18 years serving you through both the DES Statewide and DES Eastern JOC contracts. Besides our home office in Spokane, we have a well-established office in Renton with eight full-time employees who serve our customers in Western Washington. We also have two Project Managers and a Project Engineer based in the Tri-Cities who serve our customers in the Columbia Basin. Therefore, we can effectively team with our customers, subcontractors, and other stakeholders in every part of the region. Our company **organization chart** is shown below:



**Key Support Staff**

**JENNIFER BURTON, President**, is majority owner and President of the Corporation. She is responsible for overseeing the overall day-to-day operations and continued long-term stability of the company and this includes corporate and project administration and quality control. Her expertise is in new construction, remodeling, site work and property management. She has many years of experience with hands-on construction as well as construction management. Jennifer ensures that the JOC team has the support and resources they need to provide the high level of service you’ve come to expect.



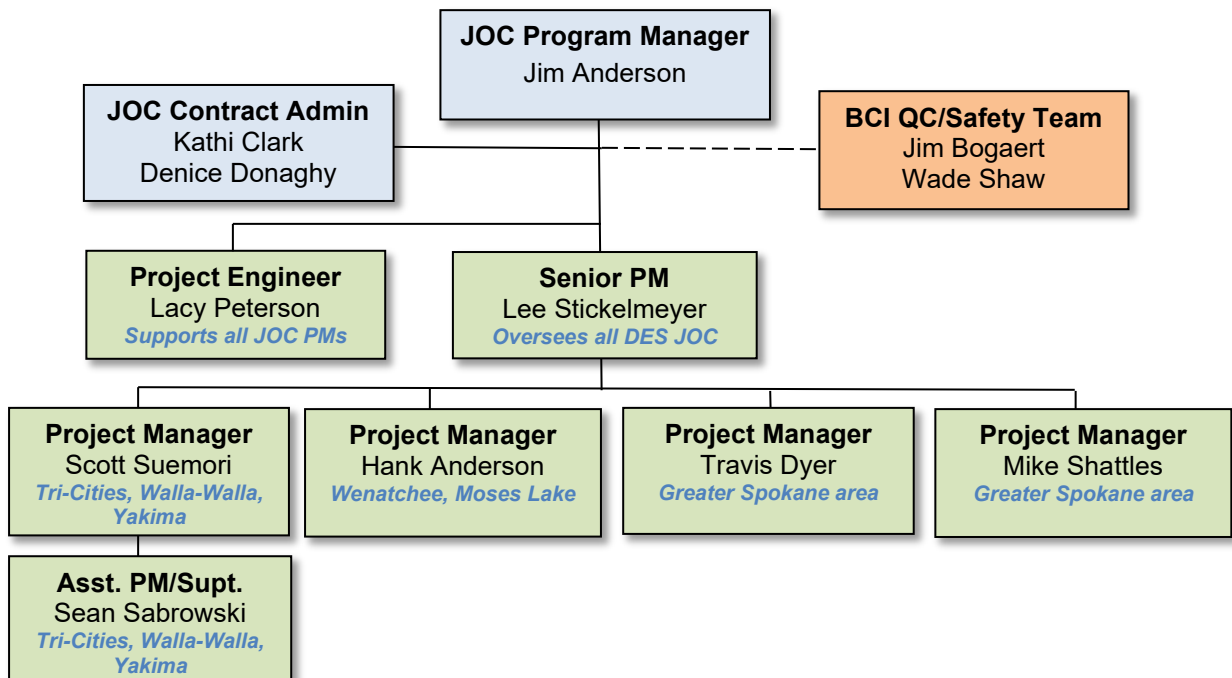
**TOBY THOSATH, General Manager**, has over 25 years in the construction industry with 15 years being with Burton Construction, Inc. Toby’s role as General Manager is to provide support to Jennifer managing project manpower, equipment, and material. He also oversees the crucial areas of estimating and quality control. His focus is on building lasting relationships with clients, subcontractors, and suppliers. Toby is a great additional resource and provides outstanding support to the BCI JOC Team.

**JIM BOGAERT, QC/Safety Manager**, has over 36 years of experience in construction including being the owner of two construction firms, and has been part of BCI for the past 20 years. Jim has extensive experience in safety and quality control on multiple simultaneous projects on multiple job sites. He is an excellent problem solver and is frequently called upon to provide expert analysis. His responsibilities include reviewing scope documents, hazard analysis, Accident Prevention Plans, Quality Control Plans, work documentation, conducting safety inspections, and ensuring that our safety program meets OSHA and WISHA standards and other guidelines. He is a very versatile and valuable member of our team.

**DONNA FIELDS, Director of Finance**, has over 33 years of in-depth accounting experience. Donna and her staff provide outstanding support to the JOC program by maintaining current financial information and performing cost accounting, invoicing, accounts receivable, and all other accounting functions. Donna plays a key role in project cost management by tracking and reporting project costs on a weekly basis. She provides weekly reports to corporate management and PM’s which include the current contract amounts, percent billed, projected profit, and the current week’s change in projected profit.

**SITE SUPERINTENDENTS** – The organizational chart on the previous page lists 15 well-qualified Superintendents in our company, most of whom have extensive JOC experience. As new projects get awarded and scheduled, they are assigned by our General Manager based on the nature of the project, needs of the customer, and the experience/skills of the Superintendent.

**The BCI JOC Team for Eastern WA** - The chart below shows our proposed staffing for this contract. Everyone has extensive experience in JOC, including serving DES and your customers. We have people based in Spokane and Tri-Cities so we can be very responsive to your needs *anywhere* in the region. We have provided the locations that each team member primarily supports. However, we will reassign projects to those in different locations as needed to balance workload and maintain a high level of service for you.



## Key Staff Resumes:



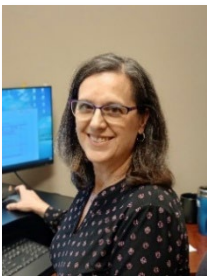
**JIM ANDERSON, JOC PROGRAM MANAGER**, is the BCI corporate executive dedicated to the Job Order Contracting (JOC) program and works directly for our General Manager. He has over 40 years of experience in construction industry with over 30 years working in JOC as a facility owner, as a consultant, and as a Contractor's Project Manager. For the past 23 years, Jim has been the BCI JOC Program Manager over our program with the Washington State Department of Enterprise Services, Spokane Public Schools, Washington State University, University of Washington, Port of Seattle, Port of Everett, City of Everett, City of Kirkland, Snohomish County, Seattle Housing Authority, General Services Administration, Eastern Washington University, City of Shoreline, and others. The

success of our JOC program is greatly due to Jim's leadership, expertise, and commitment to partnering.



**KATHI CLARK, LEAD JOC CONTRACT ADMINISTRATOR**, has worked for Burton Construction for about 8 years and has been assigned exclusively to the BCI JOC Program. She has greatly improved the efficiency and effectiveness of our administrative systems. Kathi has an excellent knowledge of the JOC process, and relevant WA State rules and regulations. She also has outstanding administrative skills and is very warm and friendly to the many customers and subcontractors that she supports. She assists subcontractors who may not be familiar with the requirements of state contracting (such as filing of Intents and Affidavits). Kathi will continue to administer subcontracts and purchase orders, ensure in-house and subcontractor

compliance with Washington L&I labor requirements, and perform other administrative duties as required. She will also assist the Project Managers and Program Manager by compiling reports for the Owner and BCI Management.

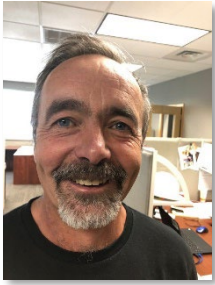


**DENISE DONAGHY, JOC CONTRACT ADMINISTRATOR**, has worked for Burton Construction for approximately one-and-a-half years and has been assigned to the BCI JOC program since that time. She has been an outstanding addition to the BCI JOC Team and works closely with Kathi and the JOC PM's that she supports. She assists subcontractors who may not be familiar with the requirements of state contracts (such as filing of Intents and Affidavits). She establishes and maintains well-organized project and office files, administers subcontracts and purchase orders, ensures in-house and subcontractor compliance with Washington L&I labor requirements, and performs other duties as required.



**LACY PETERSON, PROJECT ENGINEER**, was hired in May 2022 and has proven to be a valuable member of the BCI JOC Team. Prior to being hired, Lacy worked for Sellen Construction as a Project Engineer for three years. She now works remotely from her home in Kennewick and assists our JOC project managers with timely administration and delivery of key project documents. Lacy's duties include gathering subcontractor quotes, processing submittals, processing and submitting RFI's, and gathering and submitting close-out documents and O&M's. Due to her excellent job performance, in which she regularly engages with our subcontractors, Lacy has been assigned duties as our Outreach Coordinator where she identifies and contacts new

small businesses to add to our team. Lacy is highly proficient in multiple computer programs and has an associate's degree in construction management from Pierce Community College.



**LEE STICKELMEYER, SENIOR PROJECT MANAGER**, has over 39 years of construction experience and has worked for Burton Construction for 27 years. For the past eleven years, Lee has served as the Senior Project Manager for the Washington State DES JOC for both the Statewide and the Eastern regions. Lee is an outstanding Project Manager, demonstrating strong interpersonal skills, attention to detail, and commitment to quality. Over the years, Lee has managed hundreds of Work Orders totaling over \$60 million for many JOC customers including the WA Department of Social and Health Services, WA Department of Corrections, WA Military Department, and many others. Lee has personally managed many of these projects and has provided oversight and guidance to other JOC PMs. Lee has completed “Construction Quality Management Training for Contractors” conducted by the US Army Corps of Engineers and Inland Northwest AGC, RS Means Line-Item Estimating, and OSHA 10-hour training.

Note: Duties of all JOC Project Managers listed herein include attending site visits, preparing project scoping documents, preparing cost proposals using WinEst estimating software, preparing project schedules, coordinating and partnering with the customer, selecting and managing subcontractors, submitting invoices, and performing all other duties as required to ensure all projects are completed in a timely, safe, and cost effective manner. This description will not be repeated for each PM listed in the interest of brevity.

#### **Eastern Washington JOC Project Managers:**



**HANK ANDERSON, JOC PROJECT MANAGER**, is based in our Spokane office and will be available to respond to any DES JOC clients in the Eastern and North Central Regions. He has a BS Degree in Mechanical Engineering Technology from Central Washington University (2008) and over 18 years of experience in construction and related fields. He’s been part of the BCI JOC Team since January of 2015. Prior to that, he served as Project Engineer on several large dam projects, navigation locks, and wastewater treatment plant projects throughout Washington and Oregon. His experience includes project estimating, bid document review, subcontractor management, Auto CAD drafting, and mechanical design. Hank has created excellent working relationships with important JOC customers in eastern Washington such as Bend Community College, Wenatchee Valley College, and others. He will continue in that role on this contract if awarded. Hank has completed the RS Means Line Item Estimating course, OSHA 30-hour, and CESCL training.



**MIKE SHATTLES, JOC PROJECT MANAGER**, is based in our Spokane office and will normally be assigned to DES JOC clients in the Eastern and North Central Regions. Mike has approximately 43 years of construction experience. He has been a licensed general contractor since June of 1988. Prior to joining Burton Construction in June of 2019, Mike’s was a construction business owner, field superintendent, and assistant Project Manager working on numerous commercial and residential projects in California. He was originally hired by BCI as a Superintendent and his outstanding performance, attitude, and knowledge led to a promotion to JOC Project Manager in January of 2021. He quickly developed into an excellent Project Manager and has successfully managed many projects for the DES Statewide and Eastern JOC contracts including the \$121K Eleanor Chase Work Release Shower Replacement, the \$411K Campbell House Sandstone and Brick Repair, and several other highly visible and complex projects. Mike is a highly competent RS Means estimator, a certified Lead Renovator, and is OSHA 30-hour certified.



**TRAVIS DYER, JOC PROJECT MANAGER**, is based in our Spokane office and will available and respond to any DES JOC clients in the Eastern and North Central Regions. Travis has over 10 years of construction experience including working as a carpenter and Site Superintendent for approximately 5 years prior to BCI appointing him as a JOC Superintendent under the Washington State University JOC. We promoted Travis to Project Manager based on his well-rounded experience, outstanding leadership, and extraordinary organizational skills. After taking over at WSU, Travis successfully completed 28 JOC work orders totaling approximately \$3.5 million and enhanced our reputation in the process. Most of these projects were highly complex and many were on mission-critical research facilities such as laboratories, medical schools, and veterinary hospitals. After the WSU contract concluded, Travis successfully managed many other JOC projects for the DES, Seattle Housing Authority, Eastern Washington University, and General Services Administration. Travis is also very talented in the use of computers and other technology and has used this knowledge to improve our processes.



**SCOTT SUEMORI, JOC PROJECT MANAGER**, is based in Pasco, WA where he can quickly respond to DES JOC clients throughout Southcentral Region. Scott has over 27 years of construction experience including that as Project Manager and later as Chief Operations Officer for Randolph Construction Services where he managed projects for the Corps of Engineers, Department of Federal Highway Lands, GSA, DOD and several other State and Federal Clients. Since being hired by BCI in March of 2018, Scott has expertly managed well over 100 total JOC projects for Walla Walla Community College, Columbia Basin College, Yakima Valley College, Department of Corrections, Department of Military and several other JOC customers. He has provided an extraordinary level of customer service and has a proven ability to find solutions to difficult and complex projects and deliver them of the highest quality, on time and within customer budgets. Scott excels in managing all types of projects through timely communication, a team approach and applying a “boots on the ground” culture of being present on project sites at a minimum of once a week. Due to his superb efforts and partnering skills, Scott has turned several JOC sceptics into loyal customers. He will continue to serve in this current capacity on this contract.



**SEAN SABROWKSI, ASSISTANT PM/SUPERINTENDENT**, is based in Pasco, WA and serves DES JOC clients throughout Southcentral Region. Sean has over 23 years of experience on both residential and commercial construction, including 8 years of superintending many JOC projects for BCI. Since being hired in June of 2018, Sean has worked closely with Scott Suemori and superintended over 100 DES JOC projects for Walla Walla Community College, Columbia Basin College, Yakima Valley College, Department of Corrections, Department of Military and several other JOC customers. Due to his excellent performance, positive attitude, and desire to learn, Sean is being trained to become a project manager and is learning skills such as preparing scope documents, schedule development, and RS Means cost estimating. He has also had formal education and received a Project Management Certificate from BYU Idaho (Feb 2025) and has, so far, completed two years of a bachelor’s degree in applied business management. Sean will continue to work as a superintendent in the southcentral region but will gradually transition into a full-time project management role. His years of “hands-on” construction and supervisory experience combined with his formal education have equipped him to become an outstanding project manager. Sean’s training and certifications include OSHA 30-hour, US Army CoE Construction Quality Control, CESL, First Aid and CPR, and he is a certified Lead Renovator.

**Other BCI JOC Project Managers:** The JOC Project Managers shown below are based in our Renton office, but they can provide support for our Eastern Region staff if needed. The entire JOC Team meets on a regular basis to discuss current and future requirements, so work can be optimally assigned.



**WILLIAM DUCKETT, SENIOR PROJECT MANAGER (RENTON OFFICE)**, has over 36 years of construction experience as a Field Supervisor, Estimator, and Project Manager and has with Burton Construction for 24 years. He has over eighteen years of experience as a JOC Project Manager including six years running the Seattle Housing Authority contract, three years running the Washington State University contract, and eight years running the Port of Seattle contract. Will has estimated, developed scopes, scheduled, and managed many hundreds of JOC Work Orders for numerous different facilities and customers. As the Senior Project Manager overseeing our Renton office, Will's role is to provide support to his team and ensure

projects are delivered to the highest level of quality.



**CAMERON PEACOCK, JOC PROJECT MANAGER**, is based in our Renton office and serves as our main point of contact for our DES clients in the Western region. He has over 28 years of experience in the construction industry and began his career in 1995 as a carpenter with steady advancement to field supervision and then project management. He has 19 years of experience in Job Order Contracting including assignments at the University of Washington and Joint Base Lewis McChord prior to being hired by BCI in April of 2016. Since that time, he has completed hundreds of JOC projects with the City of Everett, City of Kirkland, DES, and others. Cameron has excellent construction knowledge and extremely strong estimating skills. He has a strong track record in managing multiple simultaneous projects and

consistently delivers quality results in a timely manner.



**EVAN BENJAMIN, JOC PROJECT MANAGER**, is based in our Renton office and serves JOC customers in the northwest region of the state. Evan has over 19 years of experience in construction with over 12 years in Job Order Contracting including managing a JOC contract with the City of Seattle prior to joining BCI in March of 2018. He has managed many projects for the Port of Everett, Snohomish County, City of Everett and DES. Evan graduated from the University of Washington in 2006 and pursued a professional football career with the Seattle Seahawks. He later turned his focus to the construction industry where the teamwork and discipline he learned as a football player served him very well. Evan has excellent construction knowledge,

strong estimating skills, superb organizational skills, and is an excellent communicator.



**TIM WILSON, JOC PROJECT MANAGER**, lives in Olympia and serves JOC clients in the southwest region. Tim has over 33 years of well-rounded experience in the construction industry with over 18 years in Job Order Contracting. He has managed hundreds of JOC and other projects for many customers including the General Services Administration, DES, Centralia College, Clark College, WA Department of Corrections, Washington State Patrol, and Tacoma School District. Tim has extensive construction knowledge, strong estimating ability, superb organizational skills, and unwavering integrity. Tim will attend site visits, prepare scoping documents, prepare RS Means estimates, coordinate with key stakeholders, select and manage subcontractors, prepare invoices, and ensure projects are completed with high quality

in a timely, safe, and cost-effective manner.



## Tab B: Past Performance on Similar Contracts

We believe that our past performance on Washington state JOC and similar projects with complex Owner management teams is second to none. Since they were the most relevant to this solicitation, we provided a representative sample of projects from our most recent DES Eastern and Statewide JOC contracts (J23-03 and J23-01). Space did not allow us to include every project for these contracts or the hundreds of other JOC projects completed for Eastern State University, Washington State University, Spokane Public Schools, Seattle Housing Authority, City of Everett, Port of Everett, and many others.

We have also been successful with similar contracts (such as MATOC and SATOC) serving Federal agencies such as the US Coast Guard, US Fish and Wildlife, US General Services Administration, and the US Department of Veterans Affairs (VA). Our work for the US Department of Veterans Affairs included a great deal of work in veteran’s hospitals across the state. We’ve also worked in many other facilities that required strict infection control and complex logistics and coordination. The JOC projects listed below that are hospital related are highlighted in light green.

As you review the following list, we would like to point out a few things that we believe make us uniquely qualified to continue serving you through this important contract:

- We have worked for virtually every state agency and understand their unique requirements.
- We have worked in many locations in every region of Washington on both sides of the Cascades.
- We have established long-term partnering relationships with many of your PM’s and end users.
- We have an experienced staff that work as a cohesive team to best meet your needs.

DES Eastern Regional JOC (J23-03)						
Project #	Description	Client PM	BCI PM	\$ Value	Start	End
2023-548	CBC - REC Center Gutter Improvements	Dave Hickman	Scott Suemori	\$ 13,186	10/23/23	10/29/23
2023-112	WDVA Walla Walla Laundry Improvements	Barbie Downing	Scott Suemori	\$ 156,023	9/24/23	11/15/23
2023-226	WWCC Wet Lab Generator	Jeff Gonzalez	Scott Suemori	\$ 113,721	3/26/24	6/2/24
2024-088	WVC Brown Library Electrical	Eric Lester	Hank Anderson	\$ 78,287	9/1/23	11/7/23
2023-623	YTC Fac 954 Fuel Facility Demo	Jerry Boone	Scott Suemori	\$ 203,547	7/11/24	10/3/24
2024-117	WWCC D Bldg. Transformer Area 2 Replacement	Cole Compau	Scott Suemori	\$ 411,837	5/22/24	5/20/25
2023-650	YTC 960 MATES Air Compressor Replacement	Jerry Boone	Scott Suemori	\$ 169,485	4/19/24	6/6/24
2023-655	YTC MATES Overhead Door Replacement (Area A)	Dave Einert	Scott Suemori	\$ 79,935	1/16/24	3/25/24
2023-669	YTC MATES Exterior Lighting	Dave Einert	Scott Suemori	\$ 90,163	1/8/24	1/11/24
2024-303	AHCC SCC HVAC Installation	Justin Fiess	Lee Stickelmeyer	\$ 204,895	3/4/24	4/22/24
2023-539	WSP Union Gap HQ-Paving Repair	Eric Lester	Scott Suemori	\$ 252,869	10/23/23	9/5/24
2023-333	WSP License Plate Factory	Jack Brandt	Scott Suemori	\$ 349,954	11/28/23	9/5/24
2023-298	MAC - Café Remodel	Barbie Downing	Lee Stickelmeyer	\$ 128,195	6/17/24	9/20/24
2023-423	ESH Campus Safety Improvements	Celeste Breaux	Lee Stickelmeyer	\$ 122,233	11/8/23	3/1/24



2024-225	CBC Sitewide Fire Hydrant Repair	Dave Hickman	Scott Suemori	\$ 79,325	12/18/23	1/31/24
2024-422	ESH Eastlake Dental Office Remodel	Celeste Breaux	Lee Stickelmeyer	\$ 214,601	1/22/24	3/26/24
2024-257	BBCC 1400 & 1700 HVAC Units	Eric Lester	Hank Anderson	\$ 219,195	6/3/24	6/14/24
2024-258	BBCC 1900 & 2000 HVAC Controls	Jeff Gonzalez	Hank Anderson	\$ 278,689	3/14/24	8/4/24
2024-259	BBCC 1600 HVAC Split System Units	Jeff Gonzalez	Hank Anderson	\$ 398,661	12/18/23	3/18/24
2024-529	BBCC 1000 Electrical Panelboard Upgrade	Eric Lester	Hank Anderson	\$ 57,058	6/4/24	6/17/24
2023-538	WSP Union Gap HQ Roof Deck Replacement	Cole Compau	Scott Suemori	\$ 340,343	11/16/23	7/11/24
2024-297	BBCC Dorm Boiler Piping Repair	Jeff Gonzalez	Hank Anderson	\$ 44,354	10/27/23	11/3/23
2023-250	CBCD Renovation	Jeff Gonzalez	Hank Anderson	\$ 16,277	12/27/23	2/21/24
2024-509	CBC T Bldg. 300 Carpet & Paint	Dave Hickman	Scott Suemori	\$ 112,413	12/5/23	1/30/24
2023-543	Security Doors & Badge Access - MAC	Barbie Downing	Mike Shattles	\$ 271,798	1/6/25	3/27/25
2024-583	CBC Library Monument Sign	Dave Hickman	Scott Suemori	\$ 86,663	1/24/24	4/28/24
2024-210	CBC Presidents Office Remodel	Jeff Gonzalez	Scott Suemori	\$ 108,676	2/19/24	4/15/24
2024-249	CBC Illuminated Pylon Sign	Jeff Gonzalez	Scott Suemori	\$ 256,306	4/30/24	6/25/24
2024-582	CBC Irrigation Controls & Well Pump	Dave Hickman	Scott Suemori	\$ 63,089	4/10/24	7/24/24
2024-143	WVC Wenatchi & Van Tassel Roof Replacements	Eric Lester	Hank Anderson	\$ 378,829	8/28/24	10/11/24
2024-557	NWMAC Campus Sprinkler System Replacement	Barbie Downing	Lee Stickelmeyer	\$ 207,638	8/23/24	10/30/24
2022-520	NWMAC Campbell House Skylight	Barbie Downing	Lee Stickelmeyer	\$ 142,245	6/25/24	5/21/25
2024-327	AHCC Water Tower Fall Arrest	Jack Brandt	Lee Stickelmeyer	\$ 17,691	6/20/24	6/21/24
2024-172	SCC Fire Training Tower	CJ McMahon	Lee Stickelmeyer	\$ 458,682	8/24/24	4/29/25
2024-333	Radio Tower & Shed Electrical	Jack Brandt	Lee Stickelmeyer	\$ 131,307	4/15/24	5/16/24
2024-332	BSRC Chiller Replacement	Jack Brandt	Lee Stickelmeyer	\$ 195,339	2/28/24	8/31/24
2023-536	Okanogan SP Parking Lot	Eric Lester	Hank Anderson	\$ 85,848	6/3/24	6/26/24
2024-331	BSRC Fan Coil Replacement	Jack Brandt	Lee Stickelmeyer	\$ 238,974	5/20/24	7/14/24
2023-537	WSP-Fuel Island & Tank Removal	Cole Compau	Scott Suemori	\$ 196,237	5/2/24	8/23/24
2024-558	Coach House Brick Re-Pointing	Barbie Downing	Mike Shattles	\$ 229,985	6/24/24	8/23/24
2024-091	CBC L Bldg. Chiller Pipe Replacement	Dave Hickman	Scott Suemori	\$ 106,960	3/14/24	4/4/24
2024-175	Zosel Dam Backup Generator and ATS	Eric Lester	Scott Suemori	\$ 258,268	5/13/24	11/12/24
2020-092	Campbell House Moisture Remediation	Barbie Downing	Lee Stickelmeyer	\$ 125,252	3/10/25	12/2/25



2024-553	WDVA EV Charger Installation	Barbie Downing	Scott Suemori	\$ 75,276	5/14/24	5/1/25
2024-888	YVC Student Rec Center Rec Room Re-Roof	Eric Lester	Scott Suemori	\$ 94,228	6/24/24	8/9/24
2024-921	WWCC Emergency Repair 12in Water Main	Jeff Gonzalez	Scott Suemori	\$ 23,721	3/22/24	4/3/24
2024-328	AHCC E Bldg. Gym Roof Replacement	Jack Brandt	Lee Stickelmeyer	\$ 149,679	5/13/24	6/12/24
2024-974	WVC Residence Hall Shower Rooms	Eric Lester	Hank Anderson	\$ 25,026	5/23/24	7/1/24
2024-944	CBC T Bldg. Classroom Access Improvements	Dave Hickman	Scott Suemori	\$ 57,866	5/13/24	11/12/24
2024-989	CBC Campus Wide Turnstile Door Removal	Jeff Gonzalez	Scott Suemori	\$ 83,257	9/12/24	3/6/25
2024-755	CBC AF and H Bldg. HVAC Replacement	Jeff Gonzalez	Scott Suemori	\$ 283,126	8/26/24	4/27/25
2025-191	CBC Richland MSC Window Repair	Jeff Gonzalez	Scott Suemori	\$ 18,720	12/11/24	12/31/24
2023-510	WWCC Gazebo and Landscaping	Cole Compau	Scott Suemori	\$ 123,914	8/1/24	10/31/24
2024-456G	ESH Temp Generator	Kristine Keller	Lee Stickelmeyer	\$ 230,496	5/23/24	10/7/24
2024-867	BBCC 1400 New Offices Phase 2	Eric Lester	Hank Anderson	\$ 136,873	8/5/24	10/23/24
2024-987	CBC York Chiller Rebuild	Jeff Gonzalez	Scott Suemori	\$ 152,672	3/5/25	4/29/25
2024-148	WVC Campus Stormwater Improvement	Eric Lester	Hank/Mike	\$ 113,976	5/19/25	6/27/25
2025-132	SFCC Art Lab Modifications	Ariel Birtley	Mike Shattles	\$ 499,957	8/9/24	4/1/25
2025-141	SCC Utility Extension Bldg. 29	CJ McMahon	Lee Stickelmeyer	\$ 106,820	3/18/25	6/16/25
2025-313	AHCC CI CMU Cart Washing Installation	Jessica Whitenack	Travis Dyer	\$ 42,141	12/16/24	1/23/25
2022-505	WWVH Trash Compactor & Linen Storage	Cole Compau	Scott Suemori	\$ 253,282	3/10/25	9/19/25
2025-219	WWCC Farm to Fork Pole Building	Barbie Downing	Scott Suemori	\$ 326,039	5/5/25	1/16/26
2025-522	Illuminated Pylon Sign Farm Road	Jeff Gonzalez	Scott Suemori	\$ 289,530	5/6/25	9/25/25
2025-324	WSP Refrigerated Trailer Electrical	Justin Fiess	Scott Suemori	\$ 121,004	3/31/25	6/26/25
2025-402	DSHS Medical Lake Campus Fire Road	Kristine Keller	Lee Stickelmeyer	\$ 237,387	4/7/25	5/8/25
2025-267	SPCC - SCC Bldg. 16 Radon Mitigation	CJ McMahon	Lee Stickelmeyer	\$ 144,346	5/5/25	6/16/25
2025-575	BBCC 1700 Waterline Replacement	Eric Lester	Hank Anderson	\$ 350,409	5/5/25	6/23/25
2025-402	DSHS Medical Lake Campus Landfill Exploration	Kristine Keller	Lee Stickelmeyer	\$ 90,474	4/28/25	5/2/25
2025-066	DOE Emergency Eyewash and Shower	Barbie Downing	Mike Shattles	\$ 42,454	6/2/25	6/24/25
2025-731	WWCC John Deere Concrete Apron & Asphalt	Cole Compau	Scott Suemori	\$ 93,008	5/10/25	9/3/25
2025-744	BBCC Theater ADA Platform	Barbie Downing	Hank Anderson	\$ 62,904	6/2/25	6/23/25
2025-331	AHCC Sealcoat & Restriping	Jessica Whitenack	Travis Dyer	\$ 201,465	6/2/25	7/5/25



2025-332	DOC Brownstone Bollards	Jessica Whitenack	Travis Dyer	\$ 7,684	6/25/25	6/25/25
2025-333	Eleanor Chase Easement Repair	Jessica Whitenack	Travis Dyer	\$ 42,755	6/16/25	6/21/25
2025-323	ECRC EV Charging Stations	Joel Greene	Lee Stickelmeyer	\$ 58,256	10/8/25	11/4/25
2024-340	AVTC Multi-Purpose & E Bldg. Roof Repairs	Jessica Whitenack	Scott Suemori	\$ 371,095	6/3/25	7/1/25
2025-340	CRCC Bottle Fill Stations	Jessica Whitenack	Scott Suemori	\$ 179,196	6/4/25	6/24/25
2025-339	CRCC Overflow Gravel Parking Lot	Jessica Whitenack	Scott Suemori	\$ 80,451	6/9/25	6/27/25
2025-335	WSP Compost Pad & Area 2 Parking	Jessica Whitenack	Scott Suemori	\$ 324,227	6/9/25	6/25/25
2025-334	WSP Main Parking Lot 1 Partial Replacement	Jessica Whitenack	Scott Suemori	\$ 313,737	6/9/25	6/25/25
2025-773	CBC T Bldg. Emergency Irrigation Valve Replacement	Jeff Gonzalez	Scott Suemori	\$ 25,025	6/12/25	7/18/25
2025-547	SPCC Building 1 Culinary Walk-in Replacement	CJ McMahon	Mike Shattles	\$ 243,691	9/2/25	10/16/25
2025-776	CBC RB HVAC Unit Replacement	Jeff Gonzalez	Scott Suemori	\$ 26,659	8/14/25	8/21/25
2025-617	YTC 960 Room 171 Overhead Door Replacement	Dave Einert	Scott Suemori	\$ 33,514	11/19/25	12/3/25
2024-924	MAC Install Campus Signage	Barbie Downing	Travis Dyer	\$ 61,150	10/27/25	11/17/25
2025-621	Ephrata FMS Bldg. 3 - Replace Gutters	Dave Einert	Mike Shattles	\$ 65,150	11/3/25	11/18/25

WA DES Statewide JOC (J23-01)						
Project #	Description	Client PM	BCI PM	\$ Value	Start	End
2023-322	LRC Small Men's Bathroom	Jon Abbott	Cameron Peacock	\$ 245,161.64	4/3/23	7/31/23
2023-318	PRC Women's Wing Restroom Buildout	Ed Winkley	Will Duckett	\$ 130,742.51	4/24/23	8/31/23
2023-177	BTC Haskell Center Rm 112 Remodel	Sean Martin	Ted Marx	\$ 249,847.38	4/28/23	7/7/23
2023-178	SVC - Sidewalk & Tunnel Cap	Kevin Barber	Evan Benjamin	\$ 56,061.68	4/10/23	4/27/23
2023-307	MCC SOU E&F Safety Railing Extension	Jonathon Abbot	Will Duckett	\$ 349,909.18	5/23/23	6/29/23
2023-308	CBCC E-Building Roof Repair	Ed Winkley	Lee Stickelmeyer	\$ 179,018.03	5/1/23	6/1/23
2023-335	LRC Site Lighting	Ed Winkley	Lee Stickelmeyer	\$ 118,100.72	5/16/23	6/15/23
2023-347	MCC Paving Project	Jonathon Abbot	Will Duckett	\$ 185,639.80	6/12/23	7/15/23
2023-284	WTC Roof Leak	Jeremy Orenstein	Cameron Peacock	\$ 307,605.57	5/31/23	7/10/23
2023-285	SCC New Glass & Window Film	Jeremy Orenstein	Cameron Peacock	\$ 109,705.45	6/7/23	7/12/23
2023-344	MCC Backflow Preventer	Rick Howerton	Will Duckett	\$ 52,291.92	6/8/23	8/3/23
2023-101	SSC Campus Signage	Jonathan Martin	Cameron Peacock	\$ 50,163.49	6/22/23	7/21/23
2023-353	WCCW Campus Landscape & Pads Installation	Jessica Cahill	Cameron Peacock	\$ 316,628.79	6/12/23	6/30/23



2023-622	Camp Murray Water Line Repair	Andy Remis	Cameron Peacock	\$ 56,031.41	7/26/23	8/5/23
2023-654	Main POV Gate Repairs to Barriers	Dave Einert	Cameron Peacock	\$ 78,085.98	10/24/23	10/24/23
2023-636	JBLM 3106 S. Hanger Doors Repair	Brad Olson	Cameron Peacock	\$ 447,065.17	3/20/24	7/31/24
2023-606	CM32 Wall Placement	Dave Einert	Cameron Peacock	\$ 30,643.27	10/12/23	11/8/23
2023-640	Water Bottle Filling Station 40, 41, 48, 49	Dave Einert	Cameron Peacock	\$ 84,953.42	10/9/23	11/8/23
2023-641	Water Bottle Filling Station 44, 45, 46, 47	Dave Einert	Cameron Peacock	\$ 84,953.42	10/9/23	11/14/23
2023-634	The Snohomish Store Front	Dave Einert	Cameron Peacock	\$ 29,370.56	10/24/23	10/27/23
2023-658	Seattle RC Gate Upgrade	Sachin Saldanha	Cameron Peacock	\$ 138,968.82	3/6/24	4/25/24
2024-131	WSP Fuel Tank Replacement	Gary Wendleken	Cameron Peacock	\$ 89,490.58	12/11/23	1/4/24
2024-078	CC Access Control Ph. 3	Paul Fiedler	Tim Wilson	\$ 433,067.51	6/18/24	4/30/25
2023-652	TCRC HVAC Replacements	Dave Einert	Tim Wilson	\$ 79,252.92	12/5/23	12/13/23
2023-527	WSP Capital Peak Comm Roof Replacement	Rafael Urena	Tim Wilson	\$ 159,702.57	8/5/24	8/23/24
2023-666	Camp Murray Parking Lot Repair	Dave Einert	Cameron Peacock	\$ 74,162.51	11/8/23	11/29/23
2024-883	NSC Enrollment Services Offices Remodel	Gary Wendleken	Cameron Peacock	\$ 162,707.26	4/15/24	6/10/204
2024-198	NSC Diversity Inclusion Equity Center	Gary Wendleken	Cameron Peacock	\$ 278,684.25	9/19/24	1/30/25
2023-517	WSP Everett Silver Lake Roof	Kevin Barber	Cameron Peacock	\$ 99,223.46	2/2/24	2/15/24
2024-246	CEC TEFDC Site Demos	Rafael Urena	Tim Wilson	\$ 67,739.94	4/22/24	5/19/24
2024-106	Erikson Theater Roof	David Head	Cameron Peacock	\$ 181,914.14	2/21/24	4/5/24
2024-292	SVC Friday Harbor EV Charging Station	Kevin Barber	Mike Shattles	\$ 55,676.71	3/4/24	3/7/24
2024-520	FTA Fuel Farm-Pump Assembly Replacement	Gary Wendleken	Cameron Peacock	\$ 80,344.45	2/28/24	3/12/24
2024-531	RTC Bldg. A Roof Repairs	Eric Lara	Will Duckett	\$ 256,916.57	3/1/24	4/17/24
2024-124	WCC Kelly Hall Boilers & Heat Pump Replacements	Kevin Barber	Cameron Peacock	\$ 284,646.10	6/24/24	9/19/24
2024-125	WCC Kelly Hall Fluid Cooler Replacement	Kevin Barber	Cameron Peacock	\$ 224,443.20	6/24/24	2/3/25
2023-546	WCC Cascade Center & Kulshan Hall Piping Repl.	Kevin Barber	Cameron Peacock	\$ 322,424.08	6/27/24	12/19/24
2024-585	RTC Ball Valve Repairs	Eric Lara	Will Duckett	\$ 13,230.62	1/12/24	1/14/24
2024-072	Hydronic Valve Replacements	Paul Fiedler	Tim Wilson	\$ 56,696.51	3/31/25	5/7/25
2023-204	EGCC Fuel Tank Installation	Lisa Horn	Cameron Peacock	\$ 300,964.98	5/20/24	10/9/24
2024-604	CM Sewer Line Repair Bldg. 33	Dave Einert	Cameron Peacock	\$ 126,862.46	4/1/24	5/23/24
2024-714	RTC Bldg. H Fire Sprinkler Compressor	Eric Lara	Will Duckett	\$ 38,019.04	3/25/24	3/28/24
2024-323	LRC Small Men's Bathroom Piping Replacement	Jon Abbott	Cameron Peacock	\$ 22,995.01	2/15/24	2/21/24



2024-321	TRU Replace Backflow & Hydronic Loop Repair	Susan Isham	Will Duckett	\$ 322,020.14	2/26/24	6/13/24
2024-762	WSP-Transformer Repair	Gary Wendleken	Cameron Peacock	\$ 67,490.51	2/14/24	4/18/25
2024-074	CC HVAC Repairs & Reconfiguration	Paul Fiedler	Tim Wilson	\$ 297,357.75	3/6/25	6/15/25
2023-573	SVC Retention Pond & Swales	Kevin Barber	Evan Benjamin	\$ 114,832.34	5/28/24	6/7/24
2024-605	CM Bldg. 15 Storm Damage Repair	Dave Einert	Cameron Peacock	\$ 476,428.09	7/8/24	11/19/24
2024-096	TCC Electrical Infrastructure	Jeremy Orenstein	Mike Shattles	\$ 11,220.95	3/1/24	6/1/24
2024-326	Mission Creek Controls Upgrade	Jessica Cahill	Cameron Peacock	\$ 372,909.61	5/1/24	7/8/24
2023-182	Echo Glen Site Lighting	Jeremy Orenstein	Cameron Peacock	\$ 44,141.36	7/3/24	9/30/24
2024-173	SCC FA Replace Chiller	David Head	Cameron Peacock	\$ 240,227.04	7/3/24	9/23/24
2023-534	WSP Roof Replacements	Gary Wendleken	Cameron Peacock	\$ 219,156.65	4/22/24	7/13/24
2024-866	RTC B Building Water System Repairs	Eric Lara	Will Duckett	\$ 27,782.80	3/25/24	3/29/24
2024-552	RTC Bldg. I HVAC Equipment Replacement	Eric Lara	Will Duckett	\$ 39,675.81	6/17/24	6/25/24
2024-286	DVA WWH Wander Guard Expansion Port Orchard	Melanie Miller	Mike Shattles	\$ 149,338.41	4/29/24	7/29/24
2024-859	WCC Concrete & Asphalt Repairs	Kevin Barber	Cameron Peacock	\$ 165,115.80	6/17/24	9/5/24
2024-739	TCC Bldg. 17 Drywall Repair	Jeremy Orenstein	Cameron Peacock	\$ 12,984.39	4/11/24	4/19/24
2024-906	TCC Bldg. 6 RTU's	Jeremy Orenstein	Cameron Peacock	\$ 174,787.69	6/24/24	2/3/25
2024-977	SCC-AHU-3-SF-2	David Head	Cameron Peacock	\$ 461,298.66	12/16/24	2/5/25
2023-296	EGCC - Fence Mockup	Lisa Horn	Mike Shattles	\$ 39,817.99	6/14/24	8/4/25
2024-912	SCC ADA Compliance Upgrades	David Head	Cameron Peacock	\$ 119,584.03	8/26/24	11/21/24
2024-882	NSC Classroom Renovations	Gary Wendleken	Cameron Peacock	\$ 328,817.40	6/20/24	8/30/24
2024-767	RTC Bldg. I Rm. 214A TI	Eric Lara	Will Duckett	\$ 352,847.71	1/17/25	5/8/25
2024-980	RTC Elevator Rehab	Eric Lara	Evan Benjamin	\$ 355,211.35	4/14/25	6/25/25
2024-110	WTC Water Infiltration Repairs	David Head	Cameron Peacock	\$ 249,762.68	8/20/24	6/28/25
2024-952	SVC Cardinal Center Space Remodel	Kevin Barber	Evan Benjamin	\$ 64,496.07	10/4/24	10/24/24
2024-975	NSC - Replace Water Main Isolation Valves	Gary Wendleken	Cameron Peacock	\$ 87,987.34	5/5/25	5/21/25
2025-148	YVC Storefront & Door Replacement	Cole Compau	Scott Suemori	\$ 99,865.38	11/4/25	1/3/25
2025-084	DCYF Replace School Walkway, Roofs, Lighting	Lisa Horn	Cameron Peacock	\$ 424,948.32	2/19/25	4/29/25
2025-179	CEC TEFDC 2 House Demos	Rafael Urena	Tim Wilson	\$ 81,772.22	1/22/25	2/11/25
2025-234	Electric Vehicle Charging Station - Whidbey Campus	Kevin Barber	Mike Shattles	\$ 71,957.14	6/9/25	6/12/25
2025-409	SCC Remodel Leased 1715 Lafayette	Robert Fossum	Cameron Peacock	\$ 305,564.49	3/3/25	4/23/25

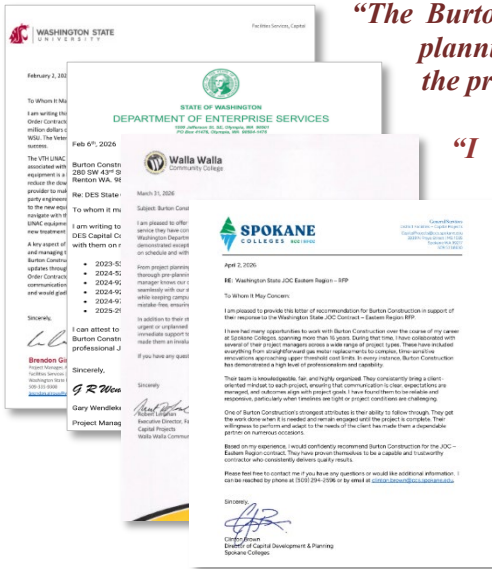


2025-168	TCC - Building 7 Media Room Repair	Jeremy Orenstein	Mike Shattles	\$ 20,455.46	10/6/25	10/13/25
2024-152	DCYF EG Main Access Road Improvements	Lisa Horn	Cameron Peacock	\$ 115,402.99	1/27/25	2/13/25
2025-514	RTC Building C Roof Repairs	Eric Lara	Will Duckett	\$ 131,717.09	4/11/25	5/12/25
2025-520	RTC Building J Stairs	Eric Lara	Evan Benjamin	\$ 127,500.86	5/27/25	5/30/25
2025-264	SCC Recirc. System Replacement Ph. 1	David Head	Cameron Peacock	\$ 24,316.59	4/1/25	4/4/25
2025-517	SCC FA Replace Elevator Controller	David Head	Cameron Peacock	\$ 50,718.31	6/16/25	7/1/25
2025-511	NSC Smoke Detectors	Gary Wendleken	Cameron Peacock	\$ 255,167.55	3/26/25	5/14/25
2025-020	SVC Whidbey Campus Business Office Remodel	Kevin Barber	Evan Benjamin	\$ 16,872.93	6/9/25	6/13/25
2025-296	NSC Bookstore Renovation	Gary Wendleken	Cameron Peacock	\$ 250,572.52	4/1/25	6/30/25
2025-235	SCC Siegel Bldg. HVAC Improvements	David Head	Mike Shattles	\$ 97,685.57	4/1/25	7/10/25
2025-090	TCC Gig Harbor Campus HVAC Upgrades	Jeremy Orenstein	Cameron Peacock	\$ 395,850.48	5/3/25	6/26/25
2024-069	DCYF EG Emergency Generator	Lisa Horn	Mike Shattles	\$ 26,320.00	4/15/25	5/15/25
2025-515	NSC HVAC Repairs	Gary Wendleken	Cameron Peacock	\$ 41,730.59	5/6/25	5/12/25
2024-214	NSC Repair Leaking Storefront Window System	Gary Wendleken	Mike Shattles	\$ 214,486.80	4/14/25	6/13/25
2024-197	NSC Pavement Repair	Gary Wendleken	Cameron Peacock	\$ 263,988.58	4/16/25	5/30/25
2025-558	SVC Nelson Hall Control System Retrofit	Kevin Barber	Evan Benjamin	\$ 191,434.62	4/2/25	6/30/25
2025-085	DCYF GHS Failing Condenser Units	Lisa Horn	Tim Wilson	\$ 244,643.56	4/29/25	7/25/25
2024-927	SSC Switchgear Replacement	Gary Wendleken	Cameron Peacock	\$ 127,656.86	5/16/25	7/7/25
2025-067	DOE Shoreline Emergency Eyewash Station	Gary Wendleken	Cameron Peacock	\$ 71,029.58	5/21/25	6/12/25
2024-925	SSC Storm Drain Repairs & Water Line Replacement	Gary Wendleken	Cameron Peacock	\$ 298,297.33	5/2/25	6/16/25
2025-602	Reroof Snohomish Armory	Andrew Hunt	Cameron Peacock	\$ 305,617.60	5/5/25	11/3/25
2016-468	DCYF EG Cottage 11 Roof Framing Damage	Lisa Horn	Tim Wilson	\$ 87,148.81	5/1/25	6/30/25
2025-734	RTC Gas Leaks on Roof of Bldg. A	Eric Lara	Will Duckett	\$ 25,908.25	5/12/25	5/14/25
2025-327	WCC Overhead Doors & Roof Vents	Susan Isham	Tim Wilson	\$ 231,378.53	5/29/25	7/18/25
2025-322	LRC SW EV Charging Stations	Joel Greene	Mike Shattles	\$ 115,200.69	6/16/25	6/26/25
2025-701	SCC BE Replace Broken Glass	David Head	Mike Shattles	\$ 24,692.52	6/5/25	7/1/25
2025-747	SCC Siegel Electronic Access	David Head	Mike Shattles	\$ 15,922.89	6/9/25	6/12/25
2024-461	RS Commercial Washing Machines Replacement	Tom Carver	Cameron Peacock	\$ 222,941.34	1/5/26	in prog.
2016-468	DCYF Cottage 11 Doorstops & Fence	Lisa Horn	Cameron Peacock	\$ 45,439.07	10/28/25	11/17/25



## Tab C: Ability to Meet Time and Budget Requirements

Burton Construction has a long-standing reputation for completing projects on time and within budget. Several of our Washington JOC customers have testified to this in letters of recommendation. A few excerpts from these letters pertain to our ability to meet time and budget requirements, as follows:



***“The Burton Construction Team demonstrated excellent pre-project planning, clear communication, and professionalism throughout the process”*** ~ Brendon Giroux, WSU Capital Projects

***“I can attest to their exceptional professionalism and dedication to quality. Burton Construction stands out for their commitment to being a trustworthy and professional JOC contractor”.*** ~ Gary Wendleken, DES Project Manager

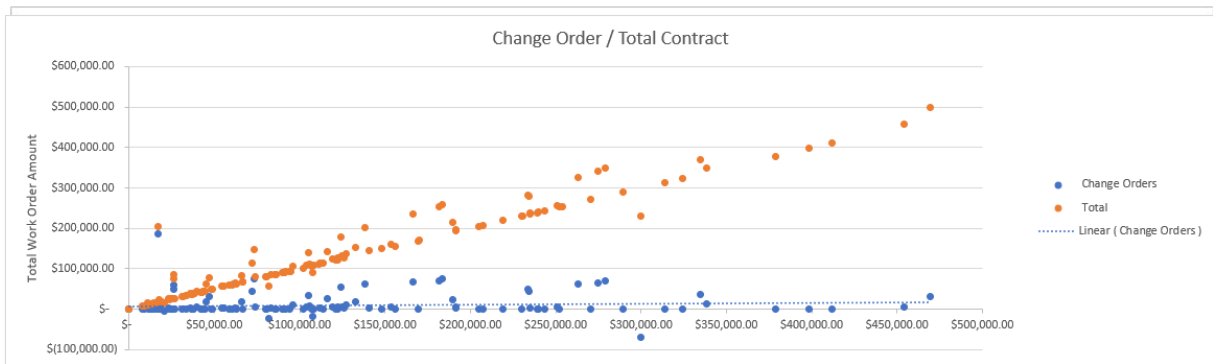
***“From Project planning through closeout, Burton demonstrates excellence in communication, coordination and preplanning, all of which have contributed to the timely and successful project delivery”.*** ~ Rob Lennehan, Executive Director, Facilities and Capital Projects WWCC

***“The Burton Team is knowledgeable, fair and highly organized. They consistently bring a client-oriented mindset to each project, ensuring that communication is clear, expectations are managed, and outcomes align with project goals”*** ~ Clinton Brown, Director of Capital Development Spokane Colleges

We believe one of the reasons our customers are so appreciative is that we consistently deliver quality projects despite challenging budget and schedule constraints.

For example, On Monday May 19<sup>th</sup> BCI was contacted by DES to provide a JOC proposal for the AVRC Roof Replacement at the Ahtanum View Re-Entry Center for the Department of Corrections. The project was fully designed by RGU Architects and had recently gone to public bid, but all bids exceeded the client budget. BCI was requested to work with RGU and all stakeholders to complete the project under the current funding limitations and have the project substantially completed by June 30<sup>th</sup>. This would provide a total of 42 days to re-design, bid, permit and execute a roofing replacement project during the peak of commercial roofing season. Using an expedited JOC proposal process and deliberate efforts by the design team, subcontractors, suppliers and DOC, the JOC proposal was provided to DES on May 22<sup>nd</sup> and a contract issued to BCI on May 23<sup>rd</sup>. Project submittals including roofing materials, custom stainless-steel downspouts and storm drain materials all were submitted, approved and ordered by May 29<sup>th</sup>. The following Tuesday our roofing contractor was on site using an in-flight drone and roof scanning software to identify existing issues and moisture problems. Roofing reports were quickly reviewed to ensure the new design would remedy these issues. The existing roof had significant drainage problems, therefore installing new tapered sub roofing and ensuring roof drains function properly was very important. To ensure the project was completed on time, BCI provided immediate field labor to install three new large catch basins to support the new roof drains and tie them into an existing storm system. The project was substantially completed and billed, meeting the client’s expectations and requirements by June 30<sup>th</sup>, 2025. Owner contact for this project is Jessica Whitenack, Capital Planning & Development (360) 819-6956 | [jessica.whitenack@doc1.wa.gov](mailto:jessica.whitenack@doc1.wa.gov)

Change Orders are a common indicator to reflect budgetary compliance. The following data is taken from a recent data report for our current Washington DES Eastern contract. Over the course of our current contract, \$17,728,069 in work orders have been awarded and \$1,307,812 in total change orders have been issued. Four of those work orders accounted for \$370,727 in changes and increased the contract amount by 259%. As the chart shows below, other change orders are exceedingly small in value and in frequency, in fact our change order percentage is only 5% on average over the remaining work orders.



It is important to note that those four substantial change orders were Owner Requested Changes, adding significant additional scopes of work to existing projects. All other Change Orders were caused by either Owner requested change in scope or an unforeseen site condition. In other words, the only budgetary impacts were caused by unforeseen conditions and were unavoidable.

We believe that our successful track record in scheduling and budgeting is due to three main factors: clearly defining the scope, well-managed subcontractors, and communication:

- **Clearly Defining the Scope:** It is virtually impossible to have an accurate schedule or budget unless the scope is clearly defined and communicated to all parties. We like to get involved as much as possible early in the design process. The site visits conducted with the Owner, Contractor, Subcontractors, and other key stakeholders are a critical element to fully defining and understanding the scope of the project. One of the key advantages of JOC is to have a synergistic relationship with all stakeholders and this arrangement leads to well-defined and accurate budgets and schedules. We clearly communicate the project scope, schedule, and budget in our Work Order Proposals.
- **Well-Managed Subcontractors:** Subcontractors are a key component to the budget and schedule of any project. Therefore, it is critical to carefully select and manage them. Our process for identifying, selecting, managing, and assisting subcontractors has been refined over our many years in business. This process continues to evolve with substantial efforts made to identify qualified local small and disadvantaged businesses that are currently registered with the State of Washington. We look up all potential subcontractors on the State of Washington Department of Labor and Industries web site to verify they are properly licensed, insured, and in good standing with the State. We also check references to verify their past performance and timeliness of performance is satisfactory. Once we have verified that a subcontractor is well suited for a particular project, we invite them to submit a bid.

Our subcontract documents clearly communicate our expectations for scope, schedule, and budget as well as the overall JOC contract requirements. The preparation of these documents is initiated by the Project Manager and then managed by our Contract Administrator who ensures all required documentation is provided. Government the paperwork required in



government contracting can be intimidating; therefore, our staff will walk our subcontractors through the process and provide instruction and assistance as needed.

We value the relationships we have developed with our subcontractors over time. Mutual trust and teamwork are key to success in the construction industry. Over the years, we have established solid relationships with many suppliers, subcontractors, consultants and other companies throughout Washington.

- **Communication:** In order to meet schedule and budget expectations, it is important to plan ahead, develop a realistic schedule, and communicate it clearly to the Owner and other stakeholders. We provide a proposed schedule with the Work Order proposal and include a detailed Gant Chart whenever appropriate based on the complexity and/or duration of a project. We are committed to meeting or exceeding the schedule expectations. If unavoidable delays do occur, we promptly communicate with the Owner to discuss schedule changes and negotiate time extensions if and when it is justified. Good communication is essential to the success of a construction project, or any venture for that matter. One of the things that set us apart as a company is our strong commitment to open and honest communications with our customers, subcontractors, and all stakeholders.

**References:**

The following table lists many of the customers and key stakeholders we have had the pleasure of serving on our Washington DES JOC contracts. We are confident that each of these individuals has had a positive experience working with us and we hope you are able to contact as many of them as possible.

Name, Job Title	Organization	Phone
Jeff Gonzalez, Capital Projects Mgr.	DES Arch. & Engineering Services	(360) 407-7942
Eric Lester P.E., Capital Projects Mgr.	DES Arch. & Engineering Services	(360) 480-3281
Barbie Downing, Capital Projects Mgr.	DES Arch. & Engineering Services	(564) 250-2471
Kevin Barber, Capital Projects Mgr.	DES Arch. & Engineering Services	(360) 628-6417
Jeremy Orenstein, Project Manager	DES Arch. & Engineering Services	(360) 280-7526
Gabe Baker, Project Manager	DES Planning Project Delivery	(360) 801-4654
Gary Wendleken, EAS Project Mgr.	DES Facility Professional Services	(360) 280-3960
Lisa Horn, EAS Project Mgr.	DES Facility Professional Services	(360) 742-6389
Robert Fossum, Project Manager	WA Dept of Social & Health Services	(360) 902-8165
Shane Loper, Director of Operations	WA State Department of Corrections	(509) 308-5437
Nanette Graham, APM-DOC/DSHS	WA State Department of Corrections	(360) 239-1405
Jack Brandt, Public Works Administrator	WA State Department of Corrections	(360) 867-8255
Kristine Keller, OCP Senior P.M.	WA Dept of Social & Health Services	(509) 601-2370
Brian Dexter, VP Campus Operations	Columbia Basin Community College	(509) 542-4727
Clay Krauss, Executive Director	Tacoma Community College	(253) 566-6005
Rob Lenahan, Executive Director	Walla Walla Community College	(509) 527-4571
Clint Brown, Director of Capital Projects	Spokane Community Colleges	(509) 533-8630
Jeff Morrow, Director of Facilities	Yakima Valley Community College	(509) 574-4696
Dean Davis, Director of Facilities	Eastern State Hospital	(509)-724-1486
Dave Einert, Project Manager	CM Solutions Alliance (DMIL)	(253) 345-9395
Sachin Saldanha, Const. Project Mgr.	WA State Military Department	(253) 512-8404
Jason Usher, Const. Project Coordinator	Washington State Patrol	(360) 704-5422

## Tab D: References Showing Prior Experience

As was the case for the Past Performance section, limited space only allowed us to include a small sample of the many projects we've completed and customers that we've served. We hope that these projects will properly represent the totality of our work.

The following information that you requested applies to **all** the projects listed:

- The scope of your firm's work: General Contractor responsible for project. Any tasks performed by BCI craftsmen will be annotated in the description.
- Claims against the Owner: None
- Claims against the Owner adjudicated by litigation: None
- Experience dealing with craft labor relations: We routinely use union and non-union subcontractors. We ensure all subcontractors comply with laws regarding labor and wages.

### WWCC Farm to Fork Pole Building - Walla Walla, WA

Contact: Barbi Downing, DES, (564) 250-2471

BCI PM: Scott Suemori

Final Cost: \$326,000    Change Orders: \$62,000

Project Description: The was a brownfield project requiring site planning and development, building engineering and permitting. The structure was a 3000 SF pre-engineered wood framed structure with 17ft height and 4/12 roof pitch, with an insulated metal panel roof and metal siding, two 14ft sectional doors and a fiber reinforced concrete floor. An owner-initiated change order was issued to add in the electrical package including LED Lighting, service outlets and security lighting. BCI utilized qualified in-house personnel for all site work and installation of the structure and local small business subcontractors for site concrete and electrical work.



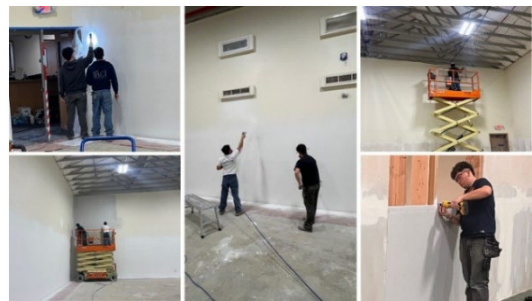
### CBC AF&H HVAC - Pasco, WA

Contact: Jeff Gonzalez, DES, (360) 407-7942

BCI PM: Scott Suemori

Final Cost: \$283 K    Change Orders: \$50 K

Project Description: This project was located at Columbia Basin College and included replacement of mechanical heating and cooling units at three separate buildings including the Annex building. The Annex building was used as an alternative High School for several years and was being converted into an IT support and call center. The gymnasium was converted into a central call center, as well as modifications to restrooms, offices and the reception area. Work included interior framework, sheetrock, texture and paint, flooring, electrical and data and mechanical systems. BCI self-performed all carpentry, finishes and flooring work.



## **NWMAC Campbell House Skylight Replacement – Spokane, WA**

Contact: Barbie Downing, DES, (564) 250-2471

BCI PM: Lee Stickelmeyer

Final Cost: \$142K Change Orders: \$26K

Project Description: This project was completed at a late 1800's historical building. The project included removal and replacement of the conservatory skylight system on the historical museum. This was a two phased project, including the measurement and removal of the skylights, repair and modification of the framing system and fabrication of new skylights during the fall and winter months. The new skylights were installed the following spring. A JOC retained Architect was used to ensure the demolition, new framing and repair met historical preservation requirements and the client's expectations. Also included in the work was brick restoration, interior repairs, exterior trim and painting.



## **JBLM-YTC Land Vehicle Fueling Facility Demo - Yakima, WA**

Contact: Sachin Saldanha, DES, (253) 512-8404

BCI PM: Scott Suemori

Final Cost: \$203,000 Change Orders: \$0

Project Description: This project was located within an active military training facility. Project scope included removal of all above ground storage tanks and vehicle fueling station, demolition of heavily reinforced concrete aprons and crash barricades. Removal of underground oil and sediment catch basins, pumps and piping. Independent labs soil testing, handling and export of all removed materials, backfill, compaction of crushed aggregates and new hot mixed asphalt. All work apart from placement of new asphalt was completed by qualified BCI employees and staff.



## **Carriage House Brick Repointing - Spokane, WA**

Contact: Barbie Downing, DES, (564) 250-2471

BCI PM: Mike Shattles

Final Cost: \$229K Change Orders: \$0

Project Description: This project involved the preservation and restoration of the historic Carriage House through complete removal and replacement of deteriorated red-brick mortar joints. All joints were cut to a uniform depth of ¾ inch and repointed using historically accurate materials, coloration, sealants, and strike profiles to maintain historic compliance. The adjacent Campbell House Museum remained operational, requiring dust control protection to the public from airborne silicates and construction activities. BCI partnered with a professional scaffolding company to install staging on uneven terrain and install plastic sheeting to contain silicate dust. In addition, tradesmen were equipped with air respirators and high-capacity air scrubbers utilized to filter and clean the air in the work zones.



## **WWVH Trash Compactor and Linen Storage - Walla Walla, WA**

Contact: Barbi Downing, DES, (564) 250-2471

BCI PM: Scott Suemori

Final Cost: \$253K Change Orders: \$1.2K

Project Description: Fabrication and installation of an engineered steel structure that was to be installed on an unstable hillside requiring large underground footings and stem walls to support the weight of the structure, trash compactor and refuse trucks.

Through collaboration with stakeholders, minor design changes were made to improve available parking and reduce construction and engineering costs. BCI utilized qualified in-house personnel to complete all civil work, structural concrete, carpentry and painting for this project. Local small businesses were hired for all structural steel, custom fencing, site concrete and asphalt work. The project also included a new electrical service from the adjacent building for the owner-furnished trash compactor.



## **WWCC D Building Transformers – Walla Walla, WA**

Contact: Jeff Gonzalez, DES, (360) 407-7942

BCI PM: Scott Suemori

Final Cost: \$411K Change Orders: \$0

Project description: This is one of two main transformer replacement contracts at the Walla Walla Community College. Each project required close coordination and scheduling with WWCC to ensure minimal power loss to the campus. The transformers powered critical facility infrastructure, mechanical systems and general power demands. The project has significant logistical challenges as the transformers were in the basement of the D building. The existing transformers and the new transformers had to be disassembled in place and relocated on steel rollers and a custom fabricated skid system. The new transformer required on-site supervision and testing after reassembly by the manufacturer to ensure compliance and warranty. De-energizing and replacements were completed on a 24-hour schedule over an extended weekend period of four days and all new feeders and conduit in place before the shutdown began.



## **CBC T Building Emergency Irrigation Valve Repair - Pasco, WA**

Contact: Jeff Gonzalez, DES, (360) 407-7942

BCI PM: Scott Suemori

Final Cost: \$25 K Change Orders: \$0

Project Description: The project was an emergency repair to replace a broken underground main irrigation valve located in a primary parking area. This project was completed within 48 hours through close communication with all stakeholders and the fast delivery method of providing a cost proposal and subsequent contract within 24 hours from DES. All work was performed by BCI employees with little to no impact to the college staff and student parking.



## **Bigfoot Cottage Settlement Remediation - Spokane, WA**

Contact: Celeste Breaux, DES, (509) 220-0385

BCI PM: Lee Stickelmeyer

Final Cost: \$234K Change Orders: \$53K

Project Description: The Bigfoot cottage had severe foundation problems due to soil conditions and massive settlement over several years. The project included careful excavation under the foundation, installing 9 helical piling then installing a hydraulic jacking system (shown in photos) to level the structure, then backfilling and recompacting around the foundation. The work also included replacing a deteriorated concrete stairway at the front of the building.



## **Eastern Washington University Archives Building T.I. - Cheney, WA**

Contact: Jodi Kittel, EWU, (509) 359-6570

BCI PM: Hank Anderson

Final Cost: \$469 Change Orders: \$83K

Project Description: This project was awarded under our EWU JOC Contract. It was a Tenant Improvement project that consolidated two existing conference rooms into new combined office spaces with a public lobby area. Features of work included interior demolition, new partition walls, ceiling modifications, flooring, wall base, (painting), lighting, electrical and mechanical modifications. An owner-initiated change order added additional electrical (and data) work under the raised floor system and existing walls and (new ADA automatic door operators and access controls.)



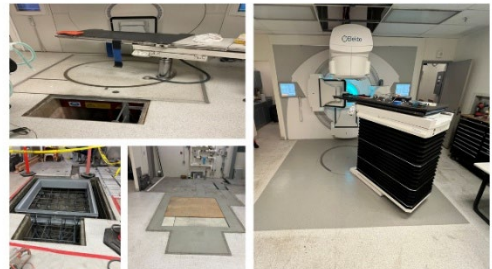
## **VTH Renovate Suite 1304 for Infinity Delivery System Equip. - Pullman, WA**

Contact: Brenden Giroux, WSU, (509) 335-9109

BCI PM: Travis Dyer

Final Cost: \$210K Change Orders: \$25K

Project Description: This project was completed under the Washington State University (WSU) JOC and involved complex structural, mechanical, and electrical alterations to a Linear Accelerator (LINAC) suite to accommodate the installation of a new state-of-the-art medical unit. Work included critical alterations to the LINAC pit, equipment boom, full hydronic overhaul, specialized solenoid valves, special piping, high-finish flooring patches and utility trench infills. The scope required integrating owner furnished high-precision equipment into an existing medical environment with strict tolerance requirements. Despite frequent design changes and external technical errors, our team successfully mitigated every obstacle without extending the deadline. We delivered the suite fully prepared and on 8-week accelerated schedule, allowing the medical facility to proceed with the LINAC machine installation as planned.





**Tab E: Construction Estimating and Scheduling Experience**

As a company, we have been successfully estimating, scheduling, and executing many types of construction projects for over 45 years. Our specialized experience in Job Order Contracting (JOC) projects began in 2004 when our first JOC contract was awarded. On an individual level, all our JOC Project Managers have vast experience estimating and scheduling JOC projects. For example, Jim Anderson, Lee Stickelmeyer, and Will Duckett all have over **20 years** of JOC experience. Cameron Peacock and Tim Wilson have over **15 years** of JOC experience. Most of our other JOC Project Managers have **at least five years** of JOC experience. More importantly, our JOC Project Managers work as part of a cohesive team where they share their experience and assist whenever needed. This enhances our ability to consistently produce excellent results for DES and our other JOC clients.

To create cost proposals, we use a software product called Win Estimator (WinEst) loaded with the RS Means Facilities database. WinEst is excellent estimating software that improves efficiency, accuracy, readability, and overall quality of JOC cost proposals. All our JOC PM's have received in-depth training and are proficient in the use of the WinEst software. Below is a page from a WinEst cost proposal for a JOC project we did for Washington State University. The project was to prepare a site for placement of a bronze "Cougar Pride" sculpture at the WSU Everett campus. The project scope included earthwork, drainage modifications, placement of a concrete spread footing, constructing a concrete pedestal, concrete flatwork, encasing the pedestal with monument grade granite slabs, etching the slabs, display lighting, landscaping, and setting the bronze sculpture in place.

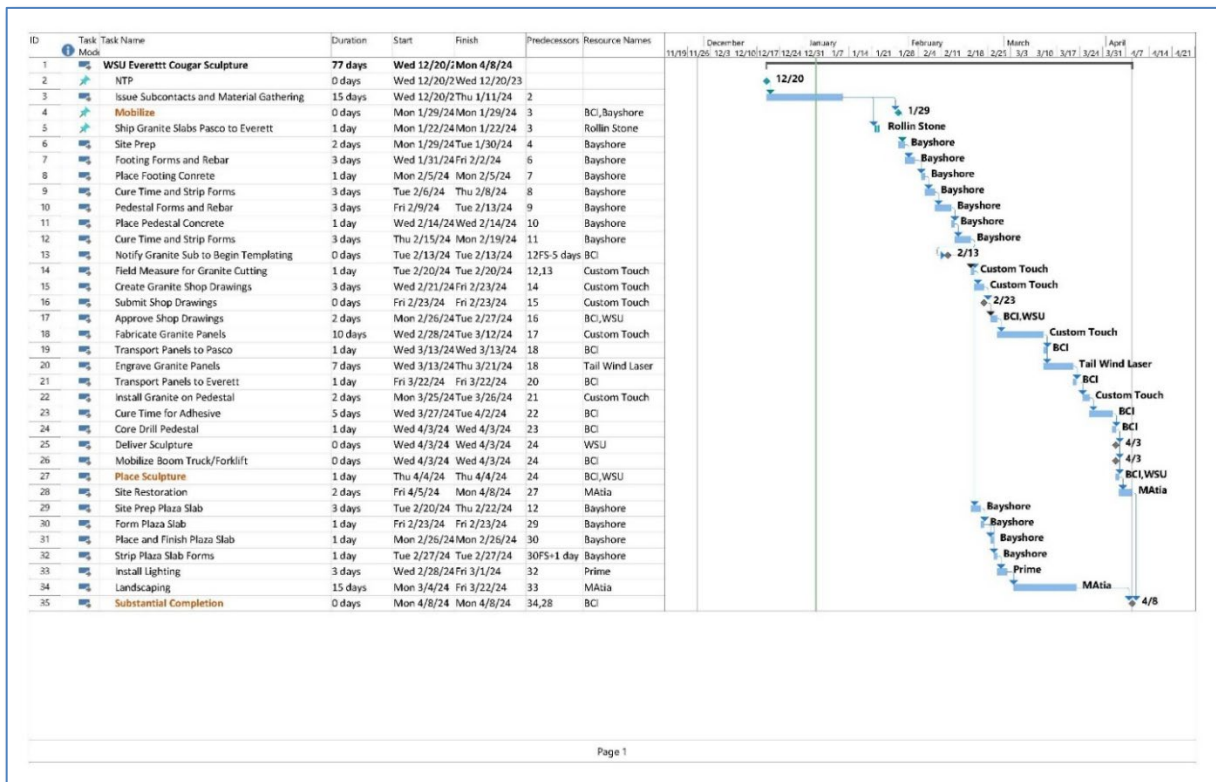
Master Format Code		Item Code	Item Description	Quantity	Unit	Labor Total	Material Total	Equip Total	Bare Total	Note
<b>03-Concrete</b>				-		<b>16,471.35</b>	<b>8,710.24</b>	<b>11,183.26</b>	<b>36,364.85</b>	
01543310	2140A	2140A	Rent pump concrete truck mounted 5' line 110' boom - Hourly operating cost	24.0	hour	-	-	978.96	978.96	On site for 3 days total, separate dates.
01543310	2140B	2140B	Rent pump concrete truck mounted 5' line 110' boom - Rent per day	3.0	days	-	-	3,198.99	3,198.99	1 day for footing, 1 day for pedestal, 1 day for slab
01543340	7200A	7200A	Rent truck pickup 3/4 ton 4 wheel drive - Hourly operating cost	60.0	hour	-	-	587.40	587.40	2 vehicles x 2 hours per day x 15 days
01543340	7200C	7200C	Rent truck pickup 3/4 ton 4 wheel drive - Rent per week	6.0	week	-	-	3,051.84	3,051.84	2 trucks for 3 weeks
01543650	1300	1300	Mobilization or demobilization, delivery charge for equipment, hauled on 3-ton capacity towed trailer	6.0	EA	1,026.00	-	570.00	1,596.00	Concrete tools and forms, 3 mob/demob
01543650	1500	1500	Mobilization or demobilization, delivery charge for equipment, hauled on 40-ton capacity towed trailer	6.0	EA	2,730.00	-	2,130.00	4,860.00	Concrete pump truck, mob and demob 3 times
01562950	2500	2500	Temporary, sidewalks, exterior plywood, 2 uses, 3/4" thick	320.0	SF	240.00	150.40	-	390.40	Protect footing slab and existing sidewalks. Estimate 320 SF
01712313	1200	1200	Boundary & survey markers, crew for building layout, 3 person crew	3.0	days	4,425.00	-	109.50	4,534.50	Additional manpower to layout forms, measure, and cut complex angles for pedestal forms.
01741320	0052	0052	Cleaning up, cleanup of floor area, continuous, per day, during construction	12.0	Msf	624.00	39.60	63.60	727.20	Clean up approx 600 SF for 20 days = 12000 SF-Day
03051320	3400	3400	Concrete admixture, for integral colored ready-mix concrete, medium shades, 10 lb. per C.Y., includes color only, add	4.0	CY	-	208.00	-	208.00	Color for plaza concrete. 20' x 20' = 400 SF - pedestal = 340 SF x .33' = 112 CF = 4 CY
03111340	0020	0020	C.I.P. concrete forms, equipment foundations, 1 use, includes erecting, bracing, stripping and cleaning	105.0	sfca	1,727.25	434.70	-	2,161.95	Pedestal forms
03111355	0020	0020	C.I.P. concrete forms, mat foundation, plywood, 1 use, includes erecting, bracing, stripping and cleaning	101.0	sfca	919.10	446.42	-	1,365.52	Footing base forms, 2*(3.1416)*9*2=100.5 SF
03150515	2300	2300	Column clamp, band type with wedges, buy, 48" x 48"	2.0	set	-	506.00	-	506.00	Clamps for pedestal forms
03150530	8600	8600	Tie wire, for reinforcing steel, 16 gauge, black annealed	2.0	Cwt	-	334.00	-	334.00	Used for rebar and pedestal forms
03150595	2000	2000	Turnbuckle form aligner, for CIP footing forms, includes material only	16.0	EA	-	368.00	-	368.00	Used for pedestal forming
03150595	2050	2050	Adjustable spreaders, for CIP footing forms, includes material only	12.0	EA	-	324.00	-	324.00	
03150595	3000	3000	Form oil, up to 1200 S.F. per gallon, coverage, includes material only	2.0	gal	-	27.20	-	27.20	
03150595	4050	4050	Nail stakes, for CIP footing forms, 3/4" diameter x 24" long, includes material only	32.0	EA	-	139.20	-	139.20	
03151620	0180	0180	Control joint, concrete floor slab, sawcut in green concrete, 2" depth	120.0	LF	63.60	6.00	12.00	81.60	Estimate traverse cuts across plaza in 6 locations, 120 LF
03151630	4000	4000	Expansion joint, polyvinyl chloride foam, closed cell, 1/2" x 6"	60.0	LF	72.00	172.80	-	244.80	



Our example demonstrates several of the nice features of WinEst. For example, WinEst makes it easy to organize cost proposals by multiple levels of Work Breakdown Structure (WBS). The page we provided shows the “Div 03-Concrete” WBS, but the full proposal has WBS categories for “01-General Conditions”, “04-Masonry”, “13-Special Construction”, “26-Electrical”, “31-Earthwork”, and “32-Exterior Improvements”. The WBS categories we use in our cost proposals are always the same as the ones we use in the Scope of Work document. This makes it much easier to review the cost proposal to ensure that the RS Means line items accurately reflect the scope.

WinEst also enables us to break out costs by Location or by Alternates if necessary. This makes it convenient for the Owner to evaluate and decide which parts of the project can be completed with available funds. The example also shows how we add detailed notes to line items to clarify how they correspond to the scope of the project or show calculations on how quantities were derived. Again, this makes the cost proposal easier to review and audit.

For scheduling, we use Microsoft Project as appropriate based on project complexity and duration. Our schedules include the main construction tasks, sequence, durations, dependencies, and resources (i.e. subcontractors) associated with each task. We provide general schedule information with the Work Order Proposal, but the detailed construction schedule is typically submitted after the proposal is approved. It is provided to our subcontractors and to the Owner at the Pre-Construction Conference. The construction schedule that we created for the WSU Everett Cougar Pride Sculpture is shown below.



A schedule with this level of detail was essential to the success and timely completion of the project due to the logistics and coordination required to bring the various elements together on time. For example, the granite slabs had to be shipped from Pasco to Everett and then cut to size once the concrete pedestal was completed and precisely measured. Then, they had to be brought to the engraver prior to being

installed on the pedestal. Several other elements also required a very specific sequence of operations and careful coordination between the college, the artist, the facility, and our multiple subcontractors and suppliers. We were able to meet the critical deadline despite several delays that were out of our control.

When developing this or any schedule, we rely on input provided by suppliers and subcontractors to ensure that the schedule is realistic. For example, the estimated delivery date of a long-lead material item has a significant effect on the completion date. It is also important to get the input of the Owner and end-user to ensure work is performed within allowable time parameters with minimal impact to operations. In addition to the example provided, we have had many other projects in schools, correctional facilities, medical facilities, and other locations where the vital use of a continuously occupied facility had a significant impact on the schedule.

Our JOC proposals also include a Statement of Work (SOW) along with the estimate and schedule information. It is not possible to accurately estimate or schedule a project if the scope of work is not well defined. Our Statement of Work document thoroughly covers Division 1 “General Conditions” items in a checklist form. This includes things such as permitting, temporary fencing, surface protection, security measures, parking areas, site access routes, and many other important details. This checklist is initiated at the site visit and helps ensure that nothing is overlooked that could impact the schedule and budget. We have found this to be a very effective way of communicating the project scope to the Owner.

Our approach to working with the Owner and other stakeholders is to communicate clearly, communicate as far in advance as possible, and be able to justify and clarify everything that is included in our estimates and schedules. Our estimates and schedules will always be based on our best understanding of the actual scope. Our goal is to create realistic expectations and then meet or exceed those expectations in the performance of our work. We also strive to ensure that our RS Means pricing is fair and reasonable. We value the importance of applying common sense to the estimating process.

*This JOC project done for WSU had many complex elements that required detailed scheduling, timely communication, and daily coordination to bring many diverse elements together and complete the project on time.*





## Tab F: Recent, Current, and Projected Workload of Firm

Burton Construction, Inc. was established in 1978 by Jerry Burton as sole proprietor under the name of Jerry Burton Construction. Initially, the company focused on residential construction and in 1992 Jerry Burton Construction entered the Public Works and Federal Contracting arenas. In May of 1997, the company incorporated in the State of Washington under the name of Burton Construction, Inc. In 2001, skilled BCI craftsmen built our corporate office building located in the northeast part of Spokane.

The hub of BCI's activities has always been in the Pacific Northwest. We have completed hundreds of projects in Washington, Montana, Oregon, and Idaho, operating out of our Corporate Office in Spokane, from our office in Renton, WA, or from our office in Boise, ID. In addition to our work in the Northwest, the company has completed projects in Colorado, Kansas, Arizona, Hawaii, Alaska, Utah, California, New Mexico, and Guam. Most of these distant projects have been done for the Federal Aviation Administration.

Since the award of our first JOC contract in 2004, we have had a total of forty (40) Job Order Contracts with sixteen (16) different Washington state or Federal agencies including Spokane Public Schools, Washington State University, Eastern Washington University, General Services Administration, City of Everett, and the WA Department of Enterprise Services (DES). These contracts have involved numerous projects in educational facilities, correctional facilities, hospitals, laboratories, and many others that demanded an exceptional level of care and coordination.

We have been awarded six JOC contracts with Spokane Public Schools as well as six consecutive JOC contracts with the WA DES for Eastern WA, five consecutive JOC contracts with the WA DES for the Statewide region, a third consecutive JOC contract with the City of Everett, and a third consecutive JOC contract with Seattle Housing Authority. We are especially proud of these repeat contracts because they speak to our commitment to developing lasting relationships with our customers. On an individual level, our project managers have teamed effectively with many of your DES project managers for many years. Together, we have completed hundreds of important projects for the people of Washington state.

We are very confident in our capability to perform on this JOC contract based on our demonstrated success in the past. *Since this contract would replace an existing contract, it would not increase our current workload.* In fact, this contract is necessary to maintain our current level of staffing. We have the experience, people, and systems currently in place to enable us to continue doing this work at a very high level.

BCI currently has 37 permanent full-time administrative and support staff and a crew of 35 skilled field employees. BCI's average annual receipts for the past five years were about \$44 million. At this level of operating revenues, we can offer prompt, substantial, and continued support to this Department of Enterprise Services JOC contract, yet we have not grown to a size where quality or personalized services will suffer.

Our annual construction revenues (rounded) for the past five years have been as follows:

<u>Year</u>	<u>Gross Revenue</u>
2021	\$ 37,700,000
2022	\$ 37,100,000
2023	\$ 46,500,000
2024	\$ 53,900,000
2025	\$ 44,800,000



Please note that the sharply increased revenue in 2024 is not typical and was due to the award of several unusually large Federal contracts. However, we expect our annual revenues will remain around \$45 million for the foreseeable future. Moreover, our revenue will continue to come from multiple sources and types of contracts including single large projects, JOC, TOC, IDIQ, and others.

Company-wide, we typically have between 150 and 200 active projects all the time, with approximately 70% of the number of these projects being JOC work orders. The number of active JOC Work Orders fluctuates from contract to contract since their “busy seasons” differ. This enables us to share resources as work levels fluctuate from one customer contract to another and deal with sudden surges in proposal requests or dealing with fiscal deadlines. Moreover, our JOC Team meets on a weekly basis to discuss current and anticipated workloads so we can proactively adjust. Of course, we will also hire additional staff as necessary to maintain a high level of service on this and our other JOC contracts.

We have been bonded for single jobs up to \$25,000,000 with an aggregate work program up to \$60,000,000. All bonded projects have been successfully completed with no bond claims. As you will see from Tab H of this proposal, our bonding agent has confirmed that this new JOC contract is well within our bonding capability.

#### **STATE Licenses & Registrations**

Washington State Contractor’s License: **BURTOCI038MZ**  
Master Business License UBI #: 601 795 579  
Idaho Contractor’s License #: RCE-15593  
Idaho Public Works License # PWC-C-14866

#### **FEDERAL Registrations and Designations**

WOSB (Woman-Owned Small Business)  
Small Business (NAICS 236 and 237) – Large Business (NAICS 238)  
ISBEE (Indian Small Business Economic Enterprise)

#### **TRIBAL registration**

Creek Nation – Muscogee, Oklahoma  
TERO Certification with multiple tribes in the Pacific Northwest

#### **BCI AWARDS AND RECOGNITION**

2005 Minority Businessperson of the Year SBA Seattle Region  
2006 SBA Administrator’s Award for Excellence  
2007 Agora Award for Business Excellence Finalist City of Spokane  
2008 Distinguished Business Award UW Business and Economic Development  
2008 Build Northwest Award - AGC Sherman Pass  
2011 & 2012 Safety & Claims Management Excellence - AGC Retro  
2013 Minority Business of the Year for NE WA - UW Business & Economic Development  
2015 Distinguished Environmental Stewardship - Idaho Youth Education Recycling  
AGC Commendation for Excellent Safety, Zero Incident Rate – 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, and 2021



## Tab G: Concept of Proposal

**Overall Approach** - Our success and growth for over 45 years in business is rooted in our genuine desire to serve our customers and regard them as fellow team members. We place primary importance on establishing trust and building relationships with our customers and the many other key stakeholders included in our projects. This leads to a collaborative approach to design and problem solving which results in fewer change orders, increased customer satisfaction, and high-quality construction.

This ability to create a successful team atmosphere was clearly displayed by the entire BCI JOC Team on our previous DES JOC contracts. Customers truly appreciate this approach as expressed by Clinton Brown, the Director of Capital Development and Planning for Spokane Colleges. He recently wrote a Letter of Recommendation that included this statement referring to his 16 years of experience with BCI:

*“They consistently bring a client-oriented mindset to each project, ensuring that communication is clear, expectations are managed, and outcomes align with project goals. I have found them to be reliable and responsive, particularly when timelines are tight or project conditions are challenging.”*




It took time and dedication to develop these relationships and we value them greatly. We hope we can continue to build great relationships as we serve you through this rewarding and effective JOC program.

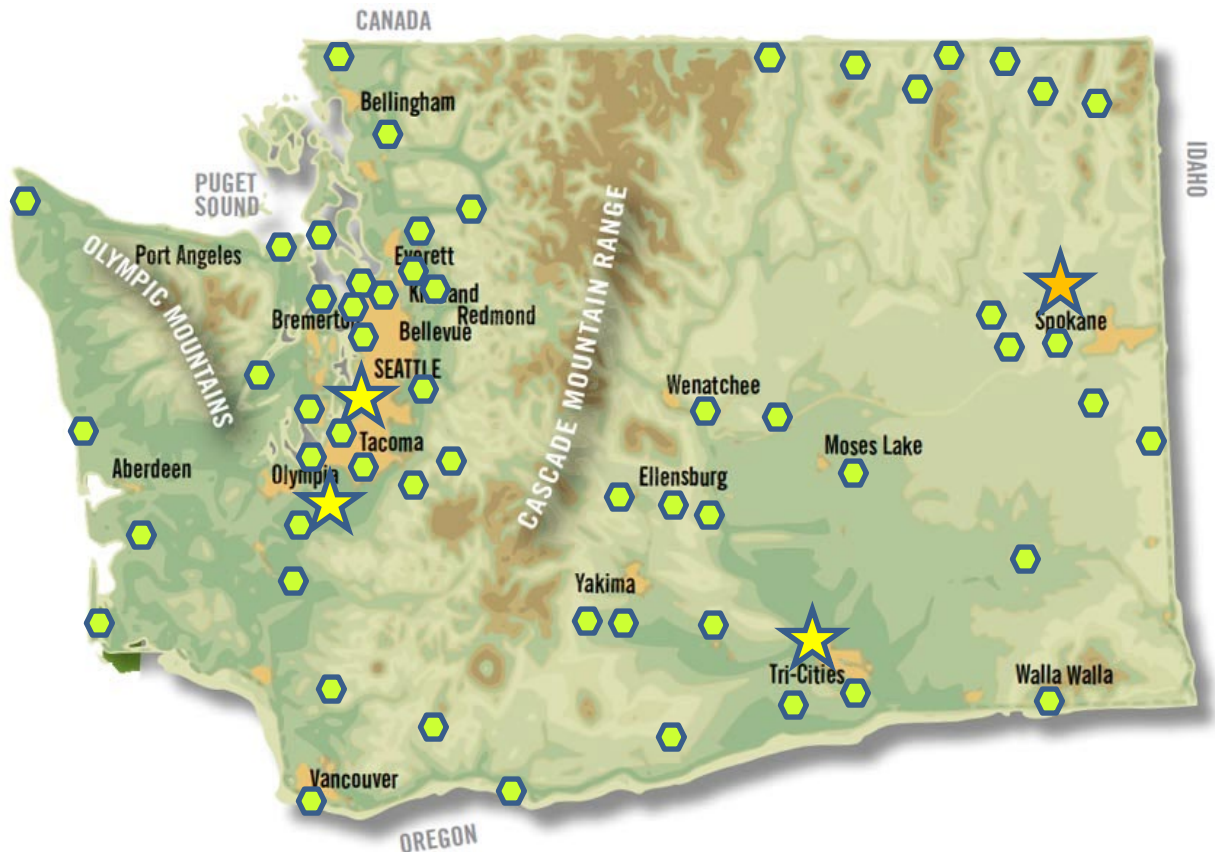
**Communication** - Timely and clear communication is essential to the success of any construction project. Our company is strongly committed to open and honest communications with our customers, subcontractors, and all stakeholders. We hope you will always feel free to contact anyone at Burton Construction at any time via phone or email. We have also deliberately planned communication to occur at critical junctures in the Job Order process:

1. Initial Site Visits – This is the crucial first opportunity for the JOC contractor, subcontractors, consultants, DES facility staff, and the end-user customer to dialog to define the scope of work and develop the best possible solution.
2. Proposal Preparation and Review – Preparing an excellent proposal is an iterative process. As we prepare and refine the proposal package, we will continue to dialog with our subcontractors, DES facility staff, and the end-user customer to ensure the final proposal is accurate and complete.
3. Pre-Construction Conference - This is a crucial opportunity for the JOC contractor, subcontractors, DES facility staff, and the end-user customer to communicate. The conference agenda will cover the scope of work, sequence of work, scheduling, facility access, security, impacts to occupants, safety, security measures, and many other important topics. This helps ensure that the construction phase goes smoothly and safely with minimal impact on the end user.
4. Update/Progress Meetings – This is an opportunity to discuss the status of Work Orders currently in progress, coordinate and resolve any issues. This is also an opportunity to discuss any upcoming projects. We already regularly hold meetings with several of our DES JOC customers.

**Providing Services to the State of Washington** – The map on the following page shows the locations of our offices and the places where we have completed JOC projects. As you will see, we have worked virtually everywhere in the state. By doing so, we have established many excellent working relationships with quality subcontractors, suppliers, consultants, and the professional staff members who manage state programs and maintain your facilities.

**LEGEND**

-  Home Office (Spokane)
-  Project or Remote Offices (Renton, Olympia, and Pasco)
-  JOC Project Locations



Lee Stickelmeyer, the Senior PM assigned to our DES JOC contracts, oversees the DES JOC program from our home office in Spokane. He also personally manages individual projects as needed. Mike Shattles, Hank Anderson, and Travis Dyer are also located in our Spokane office, and they primarily support customers located in Eastern Washington. Scott Suemori and Sean Sabrowski are based in the Tri-Cities and primarily support customers located in the Columbia Basin.

We have additional staff based in our Renton office. Cameron Peacock, Evan Benjamin, Tim Wilson, and Will Duckett are normally assigned to projects in western Washington, but they can aid on this contract if the need exists. We also have excellent Superintendents currently residing in communities throughout the state. Therefore, we have the staff and infrastructure in place to efficiently provide JOC services throughout the eastern region and the entire state.



**Integrated JOC Process Checklist** - The following checklist demonstrates how we integrate construction estimating, project scheduling, quality assurance, and other tasks into the process of executing a Work Order. We have divided our process into five integrated phases, and the successful completion of each phase in sequence is critical to overall project success.

PHASE	KEY TASK
<b>A</b> PRE-PLANNING	<input type="checkbox"/> Owner contacts BCI Project Manager to discuss a potential JOC project <input type="checkbox"/> Mutually determine what type of scope/design documents are needed <input type="checkbox"/> BCI contacts potential subcontractors or other experts if needed <input type="checkbox"/> Conduct preliminary site visit (if necessary). BCI provides input on constructability, methods, site access, scheduling, safety, possible design alternatives, etc.
<b>B</b> PROPOSAL DEVELOPMENT	<input type="checkbox"/> Owner issues Work Order Request and scope/design documents <input type="checkbox"/> Owner, BCI, and others as needed conduct a Site Visit 1 to 2 days from request. BCI completes Site Visit Checklist to ensure all relevant issues are addressed. <input type="checkbox"/> BCI requests technical information and/or price quotes from Subcontractors. <input type="checkbox"/> BCI prepares Work Order Proposal and submits within 10 working days of request. Package includes detailed Scope of Work in WBS format, Cost Proposal, and Schedule. <input type="checkbox"/> Owner reviews proposal, <i>when approved...</i> <input type="checkbox"/> Owner issues Work Order, typically within 2 to 3 weeks from request
<b>C</b> CONSTRUCTION PREPARATION	<input type="checkbox"/> BCI issues subcontracts and purchase orders <input type="checkbox"/> BCI General Manager assigns Superintendent to provide on-site supervision <input type="checkbox"/> Subcontractors provide BCI signed contract documents, certificates of insurance, Intent to pay prevailing wages, safety plan, submittals, and other documents as required <input type="checkbox"/> BCI obtains building permits when required <input type="checkbox"/> BCI provides material submittals to Owner (as needed) for approval <input type="checkbox"/> BCI prepares Quality Control Plan, Site Specific Safety Plan, and Site Book <input type="checkbox"/> BCI, Owner, and others conduct a Pre-Construction Conference. Use standardized agenda to ensure all issues are addressed and clearly communicated <input type="checkbox"/> BCI holds coordination meetings with Subs, ensure information from Pre-Con is communicated
<b>D</b> CONSTRUCTION	<input type="checkbox"/> Superintendent ensures daily compliance with scope, safety, quality, code, and schedule. <input type="checkbox"/> Superintendent submits Daily Log Reports to BCI PM and Owner. <input type="checkbox"/> Owner and BCI conduct weekly update meetings that include status of ongoing construction. <input type="checkbox"/> BCI submits invoicing per approved schedule of values <input type="checkbox"/> Conduct QC inspections throughout project and an internal (BCI) final inspection
<b>E</b> CLOSE-OUT	<input type="checkbox"/> Conduct final inspection for code compliance with City Inspector <input type="checkbox"/> Conduct final inspection with Owner for Substantial Completion <input type="checkbox"/> BCI/Subs complete punch-list items (if any) <input type="checkbox"/> BCI submits as-built drawings, O&M Manuals, warranty, AWP, and other close out documents <input type="checkbox"/> BCI and Subcontractors provide start-up and/or orientation training as required <input type="checkbox"/> Owner issues Final Acceptance letter

**Emergency and Urgent Work** - There will be likely times when work must be started immediately due to emergency requirements such as roof leaks, critical equipment outages, or HVAC system failure. If this happens, you can contact our Project Manager or designated representative at any time day or night. We will



immediately conduct a site visit where we will mutually define and agree to the scope of work. Once directed by an authorized person, we will immediately start the necessary work. Once work is in progress, we will prepare a complete Work Order Proposal package for your review as usual. The ability to provide this type of fast response is an excellent example of the advantages of JOC.

**Site Supervision** - Our site supervision will primarily come from the Superintendent assigned to the project. They will provide the day-to-day oversight, coordination, and direction required to successfully complete the construction of each work requirement according to the approved Work Order Proposal package, drawings, specifications, and other standards. They will communicate and coordinate with facility representatives, subcontractors, suppliers, and other team members to ensure smooth workflow and timely completion of tasks. They will have the authority to direct subcontractors and cease any operations that do not comply with safety requirements, quality standards, or approved construction practices.

Our QC/Safety Manager will visit each job site whenever quality control inspections are required. The QC/Safety Manager will develop quality and safety standards, help communicate them to subcontractors and in-house personnel, and inspect for compliance on a regular basis. He will have the authority to reject unsatisfactory work and require corrective action to include work stoppage. He will also have authority to take immediate corrective action whenever necessary to ensure the safety and well-being of workers or facility occupants.

Our JOC Project Manager will also regularly visit each project site. They will regularly meet with the customers and crew to ensure that work is being performed in accordance with everyone's expectations. We believe it is important for the Project Manager to be on site as often as possible to help anticipate problems before they occur and proactively develop collaborative solutions.

**Turnover and Closeout Procedures** - The turnover and closeout process is important and ensures that the end results meet customer expectations. It will also help ensure that the new facility components will last and continue to function properly long into the future. This will be accomplished through the following process:

1. **Final Inspection and Punchlist Completion:** Upon substantial completion of each project, our Project Manager will schedule and conduct a Final Inspection with the Owner. Each aspect of the work will be carefully inspected, and all new systems will be tested (HVAC, fire alarms, electrical, etc). Any discrepancies will be placed on a "punchlist" with a corresponding required completion date (normally within 5 workdays from Final Inspection). Upon completion of all punchlist items, the Owner will be notified in writing, and a follow-up inspection can be conducted if requested.
2. **Close-Out Documents:** Upon completion of the work, the Project Manager tasks our Project Engineer (Lacy Peterson) to assemble and submit the following items to the Owner.
  - DES Close-Out document forms
  - Warranty Letter and Certificates
  - Certificate of occupancy (if required)
  - As-built drawing red-lines
  - Operations and Maintenance Manuals
  - Approved Affidavit of Wages Paid.
  - Final Invoice
  - Release of Claims
3. **Facility Orientation and Training:** When appropriate, we will schedule a training class for facility managers, facility maintenance personnel, and other Owner representatives. This is to help the Owner's

staff properly use and maintain the facilities in the future.

4. Warranty Calls: We will respond promptly at any time when a warranty issue is identified. We will evaluate the situation and immediately arrange for the appropriate fix.

**Quality Assurance** – The Project Manager and the assigned Superintendent will work together to develop QC Plan and specific procedures for each Work Order. When necessary, they will employ the help of the QC/Safety Manager. The plan will help ensure that the proper testing and inspections are conducted as required throughout the course of construction. The Superintendent will communicate the site-specific measures to subcontractors and in-house personnel and inspect for compliance on a regular basis. They will have the responsibility to protect the interests of the Owner and the safety of all persons at worksite locations. They will be guided in the performance of their duties by the JOC Contract requirements and BCI company policies for Quality Control Procedures for Construction Projects. A copy of our QC Plan is available upon request but has not been included in this proposal in the interest of brevity.

**Developing Projects with Less Than Full Drawings and Specs** - We have done many JOC projects without having a full set of drawings and specs provided by the Owner. The collaborative element of JOC contracting makes this quite possible and even preferable in certain cases. For relatively simple projects, we will provide you with a detailed written Scope of Work based upon the mutual understanding discussed at the site visit. We can also provide simple drawings and/or shop drawings when necessary. For specifications, we often use standard technical specifications and current national, state and local codes. For more complex projects, we can hire the services of professional design firms. We have working relationships with several excellent architectural and engineering firms across the state.



*This is a DES JOC project that we did for Whatcom Community College, and it is an excellent example of collaboration between DES, WCC, BCI, and the local community. We prepared the site to display a public sculpture created by James Harry, a contemporary Coast Salish artist of Squamish heritage. Our scope included excavation, soil testing, constructing a concrete footing, concrete plaza, & walkway, and providing electrical to light up the sculpture. The photo shows James Harry standing proudly next to his beautiful work of art. We are also proud to have been part of this very special project.*

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**Note:** The remainder of this section is excluded from the page count.

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## Commitment to Economic Development and Fair Treatment

### POLICY STATEMENT

As President of Burton Construction, Inc., I affirm our commitment to advancing economic development and ensuring fair opportunity for all. I recognize that sustainable growth is achieved not only through strong financial performance, but also through meaningful investment in people, partnerships, and communities.

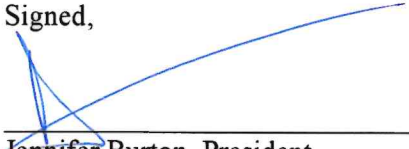
Our company is dedicated to promoting economic progress in the communities where we operate by creating quality jobs, supporting local suppliers, and contributing to long-term community prosperity. Our employment, procurement, and partnership practices are grounded in fairness, transparency, and equal opportunity.

We are committed to:

- Providing equitable access to employment, advancement, and professional development.
- Supporting diverse suppliers and promoting inclusive business practices.
- Maintaining transparent policies that promote accountability and ethical conduct.
- Building partnerships with quality subcontractors that expand economic participation and shared prosperity.

These principles have been part of the culture of our company since our founding, and I know that every employee will continue to operate in alignment with this commitment.

Signed,

  
\_\_\_\_\_  
Jennifer Burton, President

4/13/26  
\_\_\_\_\_  
Date



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### External Communication of the Policy:

- **Supplier Communications:** Expectations regarding fair opportunity and inclusive procurement are shared with vendors through formal guidelines and contracts. For example, a Non-Discrimination Clause placed in all subcontract agreements.
- **Community Engagement:** The company participates in local economic development forums to reinforce its commitment. For example, we participate in events such as “Meet the Bigs”, “Alliance Northwest”, and “Local Procurement Symposium – Thurston County”
- **Engagement with Tribal Agencies:** We have completed many projects on Tribal Lands in Idaho, Oregon, and Washington. Our approach to these projects is always well thought out, respectful of cultural traditions and compliant with each Tribe’s individual regulatory requirements.
- **Industry Collaboration:** We collaborate with trade associations and economic development organizations to promote best practices. For example, we have an excellent relationship with the APEX Accelerator and the Association of General Contractors (AGC).
- **Statewide Publications:** Wording is placed in newspapers and job seeker website ads seeking candidates for employment. We also place wording in ads in statewide publications providing notification of intent to perform public works projects
- **Posted Information:** Equal Employment Opportunity (EEO) posters displayed in offices and on job sites

### Internal Communication of the Policy:

- **Leadership Messages:** The policy is communicated through company-wide email messages and reinforced during meetings such as the Monthly JOC Update. For example, JOC Managers are continuously encouraged to provide bidding opportunities for diverse subcontractors.
- **Internal Platforms:** Regular updates and success stories are shared via the company intranet, newsletters, and team meetings.
- **Employee Handbook:** More in-depth information related to the policy is incorporated into the BCI Employee Handbook under the sections titled “Equal Employment Opportunity & Affirmative Action” and “Policy Against Harassment”. These sections are reproduced below:

***EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION*** - *BCI supports the principles and spirit of equal employment opportunity and Affirmative Action for Veterans, Women, Minorities, and persons with disabilities. It is our intent to continue to administer our employment policies without regard to race, color, gender, religion, national origin, sexual orientation, disability, or veteran status. We utilize positive recruitment, training, and promotion practices to foster the principles of Affirmative Action to ensure that all decisions are made on the basis of qualifications and merit.*

*BCI will make reasonable accommodations for qualified individuals with disabilities, unless doing so will create an undue hardship on the organization, taking into consideration the nature and cost of the accommodation needed, the employer's financial resources, and the impact of the needed accommodation on the operation and on other employees and our customers. This policy applies to all aspects of the employment process from hiring through the employment relationship, including*



*promotions, job assignments, compensation, provisions of leave, access to benefits, discipline, discharge, lay-off, etc.\*

*BCI's Human Resources Department is responsible for the overall implementation of the Affirmative Action Plan and employees should provide full cooperation. Let your Human Resources Director know immediately if you have any questions or problems related to this policy. The Affirmative Action policies are posted in the employee break room at 3915 E. Nebraska Ave. in Spokane, WA and the full text of the Affirmative Action Plans may be reviewed by appointment during business hours.*

***POLICY AGAINST HARASSMENT*** - *It is the policy of BCI to provide our employees with a working environment in which their individual dignity is respected. Employees should feel welcomed, respected, included, supported, and like an integral part of the team; which includes the right to feel safe from harassment and/or discrimination. The harassment of any employee is strictly prohibited. This applies to all employees, lead persons, supervisors, managers, directors or outside third parties whom employees must deal with in performing their work.*

*Prohibited conduct may include, but is not limited to:*

- Demeaning or unwelcome jokes, comments, and/or pranks, teasing, derogatory remarks;*
- Circulating offensive writings, printed material, or cartoons; and/or*
- Displaying of offensive objects or symbols;*
- Unwelcome horseplay or horseplay continually directed at certain individuals, to include actions with the intent of or having the perception of causing stress, work disruption, or are otherwise considered unwelcome.*

*Sexually harassing conduct may consist of, but is not limited to:*

- Sexual advances or teasing;*
- Telling of sexually oriented jokes or stories;*
- Requests for sexual activity or dates;*
- Display or distribution of suggestive jokes, pictures, or other materials;*
- Using electronic mail for romantic or suggestive communication;*
- Suggestive or obscene gestures, including physical posturing or contact; and/or*
- Any abusive language or conduct directed at someone because of the person's sex.*

*Discrimination may take many forms including the following employment actions if based on the individual's race, sex, national origin, age, sexual orientation, religion, disability or health condition, or veteran status:*

- Eliminating individuals from opportunities to apply or interview for employment;*
- Eliminating opportunities for transfers, raises, or promotions;*
- Denying leave or other reasonable accommodation;*
- Transferring an individual or modifying duties unrelated to an injury or disability accommodation, in a manner that has a negative impact on the employee;*



- *Discharging or laying off an employee; or*
- *Failing to respond to discrimination or harassment concerns leaving the employee no option but to quit their job.*

*The focus of the law regarding **unlawful harassment** is the recognition that this activity is illegal precisely because it creates a **barrier to equality in the workplace and is therefore, a form of illegal discrimination.***

*Harassing and/or discriminatory activity, especially if severe or repeated and unwelcome, is a violation of anti-discrimination laws that can result in lawsuits against the employee as well as BCI. Therefore, it is our policy that any of this conduct, engaged in at any time or at any place by any employee, whether on or off our premises, jobsites, during company travel, or housing/lodging accommodations can result in prompt disciplinary action against the employee, up to and including termination of employment.*

*If an individual feels that a violation of this policy has occurred, he or she may use BCI's complaint process promptly and in a confidential manner. Employees may skip steps in the process if they feel that the person responsible for that step is involved in the offensive conduct or would not be responsive to a complaint. Additionally, the Human Resources Manager may also receive a complaint. We assure you that whatever method you choose, your complaint will be dealt with promptly.*

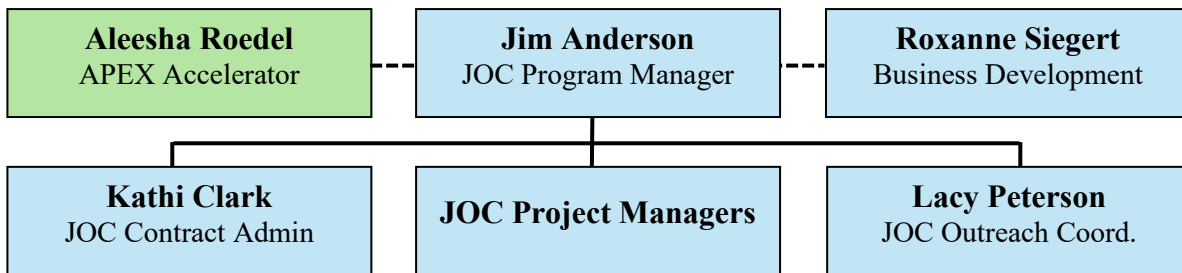
*Complaints will be kept confidential to the extent possible, while allowing the investigation to proceed. The complaining employee will be kept informed of the progress of any investigation and findings. The complaining employee will also be protected from any retaliation. He or she will be asked to refrain from discussing the complaint with other employees or those outside the investigative process to protect the integrity of the investigation and reduce the risk of release of the identity of the complainant or witnesses.*

*Any corrective action taken will be sufficient to immediately stop the conduct and prevent any future harassment and/or discrimination.*

*Any form of retaliation, including but not limited to derogatory comments, against individuals making harassment complaints, witnesses, or any other involved employees, is against the BCI policy and is strictly prohibited. Retaliatory activities will be treated as a separate violation of this policy and will subject the individual to discipline, up to and including termination of employment.*

### **Liaison with the Business Community**

The person overall responsible for ensuring our JOC Team is well-engaged with the business community is our JOC Program Manager, Jim Anderson. Besides being personally involved in subcontractor outreach, Jim oversees and coordinates the efforts of other team members who each play an integral role in this process. An organization chart showing business liaison team members and their role in this process is shown below. Contact information is shared in a variety of ways including our company website, newspaper ads, flyers and business cards provided at business networking events, and direct contact through email.



Jim Anderson, JOC Program Manager, [janderson@burtonconstruction.net](mailto:janderson@burtonconstruction.net), (509) 710-8338

Provides leadership and oversight for the JOC team for all activities, including those involving outreach and engagement with the business community. Sets policy, develops processes, communicates priorities, and monitors status. Jim is our main point of contact for coordination with APEX Accelerator representatives (such as Aleesha Roedel) for participation in regional outreach events. Prepares and delivers presentations at various outreach events to teach subcontractors about Job Order Contracting and help them pursue work opportunities.

Aleesha Roedel, Washington APEX Accelerator, [Aroedel@greaterspokane.org](mailto:Aroedel@greaterspokane.org), (509) 321-3646

Aleesha is the Government Contracting Assistance Specialist for the APEX Accelerator in Spokane. We have worked with Aleesha and her colleagues in several locations around the state for many years. We have collaborated and become involved in many outreach events where we have met new subcontractors and provided information to help them become involved as subcontractors.

Roxanne Siegert, BCI Business Development, [rsiegert@burtonconstruction.net](mailto:rsiegert@burtonconstruction.net), (509) 468-4932

Roxanne receives all emails sent to our company email address ([mailbox@burtonconstruction.net](mailto:mailbox@burtonconstruction.net)) which include emails from subcontractors sending Subcontractor Prequalification forms that are available on our company website and also provided at outreach events. She reviews the forms and files where they can be accessed by the JOC Team. Most of the subcontractor forms we receive are sent from firms who see the link to our webpage that is posted on the WA OMWBE website.

Lacy Peterson, JOC Outreach Coordinator, [lpeterson@burtonconstruction.net](mailto:lpeterson@burtonconstruction.net), (253) 548-7439

Lacy contacts subcontractors who have submitted prequalification forms to tell them about our company and to learn more about them. She also searches on the OMWBE website and WEBS for additional subcontractors with qualifications that are suitable for our JOC projects. She adds information regarding the interested qualified subcontractors to our internal database. This database is accessible to all our Project Managers so they can more easily locate and contact subcontractors for bidding opportunities.

Kathi Clark, JOC Contract Administrator, [kclark@burtonconstruction.net](mailto:kclark@burtonconstruction.net), (509) 590-5445

Kathi issues our subcontracts and ensures the subcontractors are compliant with administrative requirements such as filing Intents and Affidavits and updating information on B2GNow. She assists and trains subcontractors as necessary when they might not be familiar with those requirements. This assistance has been instrumental in helping many businesses gain access to government contracting opportunities. Kathi also places ads in various statewide publications each year as required by RCW 39.10.440 (5).

Project Managers (please refer to Tab A for names and locations)

Project Managers are responsible for locating and selecting the subcontractors used for their projects, providing them with scope and schedule information, ensuring the work is done correctly, and ensuring they are treated fairly and paid in a timely manner. Our Project Managers understand that our subcontractors are an indispensable part of our team and they strive to build a long-term working relationship based on trust and mutual respect.