June 12, 2025

Delivered electronically via DES Bonfire Hub

Department of Enterprise Services
Facility Professional Services
Attn: Kristine Keller
1500 Jefferson Street SE
Olympia, Washington 98501

RE: Qualifications for Hazardous Materials & Environmental Site Assessment Services
DSHS Medical Lake Campus - Eastern State Hospital, Lakeland Village & Pine Lodge
Project No. 2025-416

Dear Ms. Keller:

Thank you for the opportunity to present the enclosed *Statement of Qualifications for On-Call Hazardous Material and Environmental Site Assessment* services for Fulcrum Environmental Consulting, Inc. (Fulcrum) in support of projects at Department of Social and Health Services' (DSHS) Medical Lake Campus in Medical Lake, Washington. Fulcrum is currently a contract holder under the 2023-2025 On-Call Campus Hazardous Materials and Environmental Site Assessment contract and appreciates the opportunity to support upcoming projects at the DSHS Medical Lake Campus.

Fulcrum's team includes extensive experience and regional experts in the management of Hazardous Materials and completion of Environmental Site Assessments. Our current work consists of about 60-percent public sector projects that range in size from localized tenant improvement projects in agency buildings to multi-phase facility modernizations. We have assisted many state agencies, including Department of Enterprise Services, Eastern State Hospital, Washington State Department of Transportation, Community Colleges of Spokane, Department of Social and Health Services, Yakima Valley Community College, Central Washington University, and many local municipalities and school districts. Our experience has taught us that while many project concerns, such as budget and schedule, are constant issues, the primary influencing factors specific to a single project can vary significantly. To truly understand the factors surrounding each individual project, Fulcrum commits to listening, understanding, and anticipating the needs of our client and design team counterparts.

Enclosed please find Fulcrum Environmental Consulting, Inc.'s (Fulcrum) Statement of Qualifications (SOQ) to assist the Department of Enterprise Services (DES) in performing hazardous materials and environmental site assessment services for the upcoming Project No. 2025-416 associated with on-call work located at the DSHS Medical Lake Campus.

On behalf of all of us at Fulcrum, we appreciate the consideration to provide on-call hazardous materials and environmental site assessment services and continue our mission of ***Creating Healthy Environments***. If there are any questions during your review, please contact Mr. Mathews directly at 509.728.2424.

Sincerely,

Scott Groat, PG
Project Manager

Ryan K. Mathews, CIH, CHMM, CHC
Principal

STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES
1500 Jefferson St. SE, Olympia, WA 98501
PO Box 41476, Olympia, WA 98504-1476

Consultant Selection Contact Form

Designated Point of Contact for Statement of Qualifications

For Design Bid Build, Design Build, Progressive Design Build, GC/CM & Job Order Contracting (JOC) Selections

Firm Name: Fulcrum Environmental Consulting, Inc.		
UBI: 601 840 582	TIN: 91-1507566	License#:
Point of Contact Name: Ryan Mathews		
Point of Contact Title: Principal		
Email: ryan.mathews@efulcrum.net	Telephone: 509.728.2424	
Address: 207 West Boone Avenue		
City: Spokane	State: WA	Zip: 99201

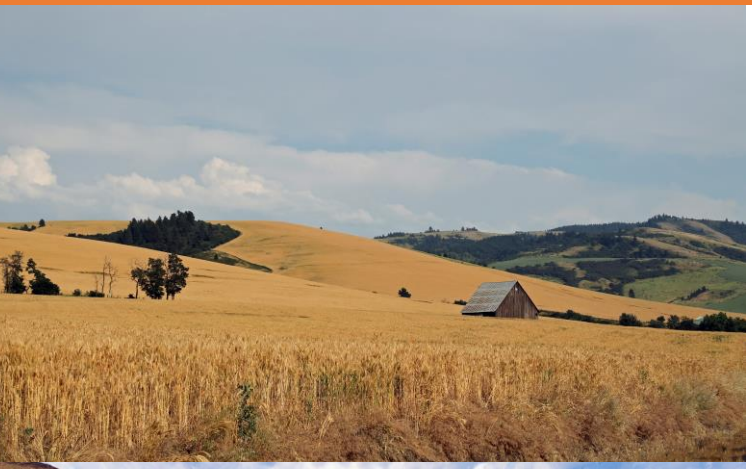
Statement of Qualifications

Hazardous Materials & Environmental Site Assessment Services

DSHS Medical Lake Campus
Eastern State Hospital, Lakeland Village & Pine Lodge

June 12, 2025

creating healthy environments



Prepared for:

Department of Enterprise Services
Facility Professional Services
Attn: Kristine Keller
1500 Jefferson Street SE
Olympia, Washington 98501

Prepared by:

Fulcrum Environmental Consulting, Inc.

207 West Boone Avenue
Spokane, Washington 99201

406 North Second Street
Yakima, Washington 98901

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1.0 Introduction

Fulcrum Environmental Consulting, Inc. (Fulcrum) is pleased to present this *Statement of Qualifications for Hazardous Materials and Environmental Site Assessment* services. Since opening our Spokane office in 1991, Fulcrum has provided environmental consulting services to public and private clients in the Pacific Northwest. Fulcrum's mission is clear to our staff, colleagues, and clients – ***Creating Healthy Environments***.

Each day the most basic of our work tasks are the identification and mitigation of environmental hazards to protect students, staff, the public, and workers. Our testing of drinking water for lead and copper, inspection for asbestos or other hazards, measurement of worker exposure to a chemical, or observing remediation for mold, allow us to accomplish this purpose.

Fulcrum provides hazardous materials investigations, environmental site assessments, indoor air quality assessments, moisture and mold investigations, industrial hygiene evaluations, remedial evaluations & designs, waste characterizations, contract specification development, remediation confirmation documenting, reporting, and project close-out services to public and private clients.

Fulcrum has completed projects for more than 20 different hospitals, local colleges and universities, and more than 100 different school districts in central and eastern Washington state and north Idaho. These varied projects have included hazardous building material investigations prior to renovation or demolition; hazardous building material abatement design and construction document preparation; hazardous building material worker training; indoor air quality investigations, cleanroom testing/evaluation, environmental due diligence investigation; underground storage tank removal; contaminated soil remediation; and moisture and mold assessments.

2.0 Qualifications of Key Personnel

Fulcrum presents a balanced, multidisciplinary team of trained professionals organized within a framework of effective project management. We are dedicated to providing environmental consulting services of the highest quality. Our project team combines all necessary disciplines with leadership experience to address the unique needs of each task area. Summaries of key personnel qualifications are presented within this section. Fulcrum's Standard Federal Form 330, Part 2 is presented in Appendix A. The Consultant Selection Contact Form is presented above following the cover letter.

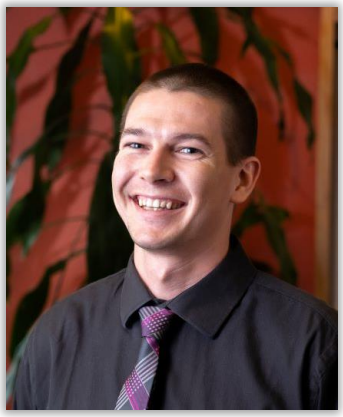
Fulcrum's team hold a wide variety of certifications and licensures, including Certified Hazardous Materials Managers (CHMM), Washington State Licensed/Professional Geologists (PG), Washington State Licensed Hydrogeologist (LHG), Certified Industrial Hygienists (CIH), Certified Safety Professionals (CSP), Lead Risk Assessors, Asbestos Hazard Emergency Response Act (AHERA) building inspectors and management planners, Washington State Geologists-in-Training (GIT), Environmental Professionals as defined under 40 CFR 312.10, 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) trained staff, and other certifications.

2.1 Ryan K. Mathews, CIH, CSP, CHMM, CHC Principal

Ryan Mathews joined Fulcrum in 2001 and specializes in industrial hygiene, hazardous building materials, indoor air quality, and environmental site assessments. Mr. Mathews has broad environmental consulting experience, from hazardous building material inspections, design, and abatement to Phase I Environmental Site Assessments, remedial investigations, and site cleanup. Ryan's typical project responsibilities include coordination with the owner, construction manager, and project architect; project and personnel scheduling; remediation quantification and budgetary estimates; project quality assurance and quality control (QA/QC); site-specific work plans; remediation recommendations; and technical review of final reporting.

As a Certified Industrial Hygienist (CIH), Certified Healthcare Constructor (CHC), Certified Safety Professional (CSP), and AHERA accredited Project Designer; Ryan prepares site-specific plans for asbestos, lead, lighting & electrical components, refrigerant containing systems, polychlorinated biphenyl caulks and sealants, and other HBMs projects in education, governmental, and commercial settings. Ryan received a Bachelor of Science in Biology and a Bachelor of Science in Economics from Central Washington University and in addition to being a CIH and CSP, is a Certified Hazardous Materials Manager (CHMM); AHERA accredited Building Inspector, Management Planner, and Project Designer; NIOSH 582 analyst; and Washington State certified Lead Risk Assessor. Mr. Mathews is an Environmental Professional as defined by ASTM E1527-21 and 40 CFR 312.10 and has been the responsible Environmental Professional for hundreds of Phase I Environmental Site Assessments.

2.2 Scott Groat, LG, Regional Manager



Scott Groat is the Regional Manager of Fulcrum's Spokane office and is a Washington State Licensed Geologist. Scott provides technical, field lead support, and QA/QC of projects for a variety of environmental applications, including hazardous building materials inspections and abatement oversight; Phase I, II, and III environmental site assessments; soil and subsurface investigations; underground storage tank (UST) investigations; stormwater compliance inspections and oversight; surface water, drinking water, and groundwater investigations; and large onsite sewer system (LOSS) sampling. Mr. Groat also provides project lead services for various industrial hygiene, indoor air quality, and moisture and mold projects. Mr. Groat is skilled at providing accurate project scoping, directing efficient field work, leading field tasks, preparing specifications and designs, estimating cost, and directing Fulcrum's environmental scientists through data QA/QC and reporting tasks.

Mr. Groat received a Bachelor of Science in Earth and Environmental Science from the University of Illinois at Chicago in 2015. Mr. Groat is also an AHERA accredited Building Inspector, Washington State Lead Risk Assessor, and has completed NIOSH 582 training. He maintains certification and training as a Washington State UST Site Assessor; Certified Erosion and Sediment Control Lead (CESCL); OSHA 40-Hour HAZWOPER, and First Aid CPR /AED.

2.3 Travis Trent, CIH, LHG, CSP, CHMM, Principal

Travis Trent joined Fulcrum in 1995 and has specialized in work including projects in public buildings, ranging from localized emergency abatement projects to extensively planned, multi-phased abatement projects. During these projects, he was responsible for assisting the owner, construction manager, and architect with public bidding, including the use of small works rosters, contractor qualification procedures, mandatory bid walks, and public bid projects. Travis has a proven track record of managing and coordinating complex projects with multiple tasks with the ability to adjust to changes in conditions or requirements often within restrictive timelines.

Travis is a lead scientist/project manager for safety and hazardous material management audits. He is experienced in researching and inventorying environmental sites, environmental response policies and procedures, public participation plans and meetings, contaminated site cleanup processes, public record keeping, and Phase I and Phase II Environmental Site Assessments.

Mr. Trent earned a Bachelor of Science in Geology from Eastern Washington University. He is a Certified Industrial Hygienist (CIH), Certified Safety Professional (CSP), Licensed Geologist/Hydrogeologist (LG), Certified Hazardous Materials Manager (CHMM), AHERA accredited Project Designer, Management Planner, and Building Inspector, Asbestos Supervisor, NIOSH 582 Phase Contrast Microscopist, and a Washington State Certified Lead Risk Assessor/Inspector.

2.4 Roque Reyes, CHMM, Environmental Scientist

Roque Reyes is a CHMM and Field Manager who joined Fulcrum in 2019. He provides field services associated with HBM, IH, and IAQ. He is responsible for leading field inspection services and directing junior staff during long-term monitoring of asbestos abatement and other HBM, IH, and IAQ projects. He has expertise in evaluating worker exposures for heavy metals, asbestos, VOCs, and silica during public works project. Mr. Reyes has also performed noise evaluations of outdoor conditions for project site review prior to development. He received a B.S. in Biochemistry from the University of California, Riverside.

His primary roles under this contract include coordinating field tasks, leading Fulcrum's junior staff on field tasks, preparing specifications and designs, managing emergency abatement projects, preparing reports and other project deliverables, drafting, and data QA/QC.

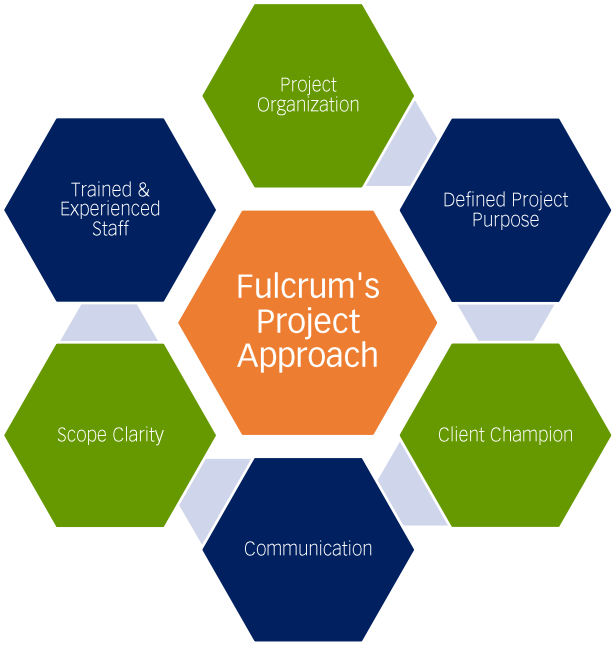
2.5 Ethan Ducken, GIT, Environmental Scientist

Ethan Ducken is an Environmental Scientist and has been with Fulcrum since 2021. He provides technical support for Phase I, II, & III environmental site assessments throughout Eastern Washington, as well as environmental work in geology, hydrogeology, industrial hygiene, asbestos surveys, and indoor air quality and mold investigations. Mr. Ducken received his B.S. in Geology from Eastern Washington University in Cheney, Washington in 2021.

Mr. Ducken is a Washington State Recognized GIT, an AHERA accredited Building Inspector, and has completed NIOSH 582 training. He maintains certification and training as a Washington State UST Site Assessor; CESCL; OSHA 40-Hour HAZWOPER, and First Aid CPR AED.

3.0 General Project Approach

While every project differs in complexity, timeline, stakeholders, sensitivity, and technical approach; Fulcrum utilizes a consistent structured approach to organize every project. Fulcrum's approach ensures project success through:



3.1 Project Organization

Within the environmental industry, planning and project delivery takes three forms – emergency direction to initiate work, focused project tasks on a set schedule, and evolving tasks associated with a long-term, multi-year or multi-phase project. Project delivery for environmental projects generally functions as waterfall methods; with scoping, sampling, data review, and reporting common stages. However, within some project tasks, such as data quality review and report, an agile framework can be more effective in reaching short sprint project goals. Fulcrum is adept at providing all methods of planning and project delivery.

Each successful project begins with the development of a proper and effective statement of work. Fulcrum's experience provides us the insight into the questions that need to be asked early in a project. Informed scope development and early communication with project stakeholders will inform us on how to prepare an effective and successful scope of work. At the beginning of every project, Fulcrum's project manager develops a project roadmap, detailed with the series of tasks, deliverables, and milestones unique to every project, each with internal and exterior completion dates. This tool provides a core element of project organization and focus.

A clear statement of work allows Fulcrum's project manager to ensure project staff remain within the intended limits of the work, the available budget, and the timeframe expectations. Fulcrum's project manager prepares internal project status updates and ensures our clients are aware of project progress. If out-of-scope issues are discovered, they will be communicated and managed in partnership with the project team.

Fulcrum strives to deliver the highest quality of work for every project. Project deliverables are prepared by qualified staff and reviewed by technical leaders to ensure a high-quality work product is produced. Fulcrum prides ourselves on delivering work that exceeds the industry standard requirements, builds upon our past experiences, and communicates to the target audience the steps and findings in multiple ways.

3.2 Scoping & Defining the Project Purpose

Fulcrum understands that the driving factor behind every project varies and understanding the motivations or purpose behind a project provides clarity between Fulcrum and the project team. Projects may be motivated by a regulatory requirement, a grant or funding requirement, a desire to understand the environmental nature of a property, future planning, etc., and defining the purpose early in the project is essential to ensuring project success. Internally, Fulcrum assesses project driving factors and confirms the project purpose with the project team as we progress with project planning and implementation. With a project purpose clearly defined between Fulcrum and the project team, Fulcrum is equipped to provide the project team with deliverables that answer the driving questions between each project.

Prior to beginning or assigning a project and during the scoping phase, Fulcrum's project managers communicate with our clients to determine our client's goals for a project; whether projects are extremely time sensitive, require public sensitivity, or require heavy public/regulatory involvement. Our project managers and project teams each provide a unique set of certifications, licenses, and skills; and Fulcrum's project managers develop an internal project team best equipped to meet our client's needs and the unique challenges of each project. While completing projects in a timely manner is always a top priority to Fulcrum, we understand that some projects are very time sensitive, and our thorough project scoping process allows us to adequately plan for completing time sensitive projects. We understand that the services we provide are oftentimes a portion of long-term and multi-phase projects, and we strive to understand the role our services play in these projects to ensure we work in harmony with other project partners; and many times, can provide insight into future services clients may need on their projects.

3.3 Trained & Experienced Staff

Through education and experience, we staff qualified people to consult in various environmental media. Fulcrum's team consists of Licensed Hydrogeologist (LHG), Professional Geologist, Geologist-in-Training, Certified Industrial Hygienist, Certified Hazardous Materials Managers, Washington State Lead Risk Assessors and AHERA accredited Building Inspectors, Management Planners, and Project Designers. Core training is supplemented with Washington State Underground Storage Tank Site Assessors and Decommissioners, 40-hour HAZWOPER training, OSHA 10-hour Construction, Certified Erosion and Sediment Control Leads, and other licenses and certifications.

Fulcrum encourages our staff to be industry-leading professionals and to remain ahead of industry standards when it comes to emerging environmental issues and solutions. We are committed to thinking forward for preparing and providing future environmental services, for a state of ever-changing and continually developing environmental needs. Fulcrum's staff holds a variety of professional licenses and certifications, and routinely attend professional development workshops, conferences, seminars, and other events that continue to advance our knowledge.

Fulcrum's Health and Safety Programs and internal training requirements provide staff with the knowledge to make informed decisions that keep themselves and other onsite personnel safe and complete project objectives. Fulcrum's licensed staff will complete technical review, sign, and stamp all project deliverables requiring professional licensures.

3.4 Internal & External Communication

Tonic® DM

Today's project communication takes many forms – email, text message, online meeting, and phone call. Each method of communication can be valuable in the proper context. Phone calls provide an opportunity for direct discussion between Fulcrum's project manager, our clients, and our project teams. Video calls provide for a larger group of attendees, open discussion, and sharing figures and photographs. Emails provide the opportunity to formalize previous decisions and transmit documents to be included in the project record. Text messages, while valuable in a project team, should not be used as a method of exterior project communication.

Through all phases of a project, communication is of utmost importance to ensure project success. Fulcrum's experience has shown that clear, consistent, and quality communication creates successful project teams and leads projects to success. Defining communication expectations for projects in the scoping phase; whether project status emails should be weekly or monthly, project deliverable timeframes, and timelines of other project mile markers, keeps Fulcrum and the project team on the same page. Fulcrum holds and attends in-person or virtual meetings to discuss project status, updates, challenges, or other status meetings as required or requested. Fulcrum routinely provides phone call updates, email updates, progress memorandums, interim letters and reports, and other forms of project communication throughout the life of a project. We subject our emails and all project communication to the same quality assurance and quality control procedures as a final project report. Communication project status,

successes, challenges, and other updates keep Fulcrum and the project team on the same page and move projects toward success.

Internal project performance, task tracking, and budget monitoring are a daily occurrence. Fulcrum's project managers are involved with daily developments by direct involvement or through technical lead personnel. For some projects, this means weekly meetings held between key project personnel and project leadership to review performance and, if required, make course corrections.

Many projects require immediate communication of analytical results or onsite observations, and Fulcrum prioritizes client communication and ensuring we provide information as we receive it. Our project teams plan client communication into each site visit and upon receipt of any analytical results. Our project managers provide internal QA/QC of interim project communications, as to provide our clients with immediate and reliable project updates.

Fulcrum has implemented the use of TonicDM as a single-source record copy for all email communication tracking to projects. TonicDM integrates simply into Microsoft 365, with all project emails and the associated email chain captured for the project record.

3.4 Champion

During all phases of a project, Fulcrum's goal is to become a Champion for our clients. While our services may only represent a portion of a multi-phase project, we want to see our clients and their projects succeed. Our community and client relationships are important to us. The success of our clients' projects provides a benefit to our Central and Eastern Washington community.

4.0 Hazardous Materials

Fulcrum's hazardous materials identification services include unknown materials; waste characterization; and hazardous building materials, which typically include inspections for asbestos containing materials (ACM), lead containing materials (LCM), lighting and electrical components (LEC), ozone depleting compounds (ODC) and refrigerant containing equipment, and polychlorinated biphenyl (PCB) containing materials.

4.1 Hazardous Materials and Waste Characterization

Hazardous materials sampling, analysis and regulatory interpretation is more an art than a science. In addition to years of experience collecting samples from drums, tanks, sumps, wells, etc., Fulcrum's extensive knowledge of historical research for Phase I ESA site investigations have resulted in a more streamlined approach to sample collection and laboratory analytical method selection.

Waste characterization is at the opposite end of the spectrum. Whereas hazardous materials sampling tends to be focused on new or installed materials being used, waste characterization is focused on the resultant waste that has no appreciable future use. Waste stream identification often encompasses large volumes of heterogeneous materials that can result in widely varying analytical results. Fulcrum's knowledge and experience using defensible sampling protocol such as composite analysis for waste characterization has resulted in a simpler and more cost-effective approach to waste characterization.

4.2 Asbestos Containing Materials

Regulations focused on ACM are some of the oldest, most pervasive, and restrictive in the nation. Given the startling magnitude of health, economic, and legal consequences of asbestos in the indoor environment, the benefit of experienced professionals in every phase of a control program cannot be overemphasized.

Fulcrum personnel have surveyed in excess of 50,000,000 square feet of building area for the presence and condition of ACM. Our surveys are completed to facilities pending demolition or hazard management, limited renovations, or facility-wide improvements. Many inspections are completed under master contracts or on-call services with existing clients. Inspections serve as a core documentation of the owner's obligations under WAC 296-62-07721(c) to notify parties of the presence, location, and quantity of ACMs and presumed ACMs.

Fulcrum uses the inspection results to design abatement projects that remove asbestos conservatively, yet efficiently and with financial restraint. Project responsibilities range from pre-demolition removal in abandoned structures, to abatement in facilities occupied full-time by highly mobile, high security occupants. While some projects occur with a well-developed schedule, many other projects are emergent as a result of water losses, fires, or other event.

Managing and documenting an abatement contractor's work is an important step in reducing an owner's liability for contractor's port work practices or other acts. Monitoring includes, but is not limited to, checking standard operating procedures; engineering control systems; respiratory protection systems; packaging, transporting, and disposal of asbestos; and decontamination of facilities. For each project, Fulcrum issues a final report describing the project in detail including procedures, methodology, quality assurance, test results, and discussion of project progress and performance.

4.3 Lead Containing Materials

Lead containing materials can often be managed in place when maintained in intact conditions. Paint in poor condition may present an exposure hazard and generally requires some form of repair to remove the potential hazard and stabilize the paint. When lead containing materials are disturbed by renovation or demolition, the potential for employee or tenant exposure increases significantly, and provides demonstration that the demolition debris is appropriate for landfill disposal.

Lead regulations affecting general construction are fairly recent, although laws regulating lead-based paint in public housing have been on the books since the 1990s. Fulcrum has extensive experience defining the balance between cost and benefit of managing lead in buildings. When renovation or construction starts, both worker protection and waste handling need to be addressed.

As a survey tool, Fulcrum utilizes X-Ray Fluorescence (XRF) methodology as a cost-effective testing method capable of producing data in the quantity and quality necessary. Confirmatory analysis of paint chip samples is typically through inductively coupled plasma (ICP) technique. While XRF is the preferred screening methodology, it does not generate direct information on worker exposure or hazardous waste status. Historical air monitoring data or pilot projects are necessary to determine worker exposures. Analysis of full core paint/substrate samples using leachability criteria is necessary to make decisions on waste disposal status. With good management and focused testing prior to construction, Fulcrum is able to maintain excellent cost control of the impact of lead on renovation and demolition projects.

4.4 Lighting and Electrical Components

Inspections for lighting and electrical components are generally not completed with specific concern towards worker exposure, but rather to provide information on the acceptability of direct landfill disposal or specific removal and recycling. The term *lighting and electrical components* refers to a hybrid of mercury containing lighting tubes and bulbs; polychlorinated biphenyl and other fluid containing ballasts; and mercury containing thermostats and equipment. In general, those materials that are not hazardous material containing can be included in demolition and renovation wastes.

Fulcrum's standard practice is to inspect all lighting and electrical components for indications of failure, damage, or fluid leaking and to document whether the components are likely to contain hazardous constituents. Following completion of the inspections, Fulcrum typically prepares specifications for removal and proper disposal of identified components.

4.5 Polychlorinated Biphenyl Containing Materials

Fulcrum has assessed caulked and sealants for PCB content for many years. However, with heightened interest from the U.S. Environmental Protection Agency (EPA) and landfill operators, Fulcrum's inspections for PCBs have increased. Building materials potentially manufactured with PCBs includes caulks, sealants, paints, floor waxes and coatings, insulations, polyvinyl chloride (PVC) piping, water proofing materials, preserved wood, asphalt roofing materials, coatings for water pipes and storage tanks, sound dampening materials, etc.

EPA and Washington State Department of Ecology (Ecology) guidance specifies that a detailed assessment, akin to a pre-demolition asbestos inspection, is needed for buildings constructed prior to 1978. Fulcrum's approach in evaluating building materials for PCBs hazards is tailored to the use of the inspection, management or redevelopment plans, and applicable regulations. Where concentrations exceed 50 parts per million, remediation or management of the materials is required.

5.0 Environmental Site Assessments

Legal principles establish that property owners can be held liable for environmental cleanup regardless of who owned the property when contamination occurred. Environmental Site Assessments (ESA) are an effective tool to manage the environmental liability of real estate transactions. Environmental Site Assessments are logistically divided into three phases of work. The scope of each phase is determined by the findings of the preceding phase:

Phase I: Qualitative evaluation of environmentally significant conditions.
Phase II: Quantification of the suspect conditions discovered in Phase 1.
Phase III: Remedial design and cleanup based upon Phase 2 findings.

The first ASTM standard for preparation of Phase I ESAs was published in 1994. However, property environmental due diligence was not a new consideration; it had been an important component of property review for large rural properties and properties of high apparent environmental risk arising from the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).

All of Fulcrum's Phase I ESAs are completed to a minimum of the ASTM *E1527-21 Standard Practice for Environmental Site Assessments, Phase 1 Environmental Site Assessment Process and 40 CFR Part 312: Standards and Practices for All Appropriate Inquiry* (AAI) as promulgated by the Environmental Protection Agency (EPA). We evaluate the subject site and adjacent area from a historical and present use perspective, evaluating probability of Recognized Environmental Conditions.

Project scope has ranged from postage stamp-sized lots in the urban core to remote sites encompassing over 20,000 acres. We have evaluated the environmental significance of remarkably varied land use, from abandoned lumber mills to underground silver mines, working cattle ranches, and luxury hotels. While the significance of our research can terminate an otherwise valid transaction, more often our balanced and substantiated findings have become part of measured negotiations culminating in a successful property transaction.

6.0 Representative Projects

Fulcrum is committed to ***creating healthy environments*** in Central and Eastern Washington. Over more than 30 years, we've developed hometown knowledge and built relationships with our local clients and communities. Our work supports both private parties and public entities. Our private clients include financial institutions, commercial businesses, architectural and engineering firms, attorneys, industrial facilities, property developers, religious organizations, and others. Our public clients include Washington State agencies; federal agencies, public universities; community colleges; hospitals and healthcare facilities, school districts; county, city, and other local municipalities; irrigation districts, housing authorities; utility districts; and tribal entities. Projects provided below highlight Fulcrum's experience in hazardous materials surveying, sampling and evaluation, remediation planning, monitoring, documenting, and reporting.

6.1 Eastern State Hospital (Lakeland Village), Medical Lake, Washington

In January and February 2023, Fulcrum assisted Eastern State Hospital (ESH) with a moisture and mold investigation of selected bathrooms located at the Lakeland Village cottages within the ESH Campus. Fulcrum's investigation consisted of inspecting a total of 19 bathrooms associated with the cottages at the ESH Campus that evidenced higher than common mildew presences or maintenance defects with elevated potential for moisture intrusion. Fulcrum selected nine of the 19 bathrooms that presented as having the highest potential for mold impact and collected airborne non-viable mold spore samples.

Fulcrum's investigation did not identify any locations of apparent mold growth. Mildew, typically presenting along caulked seams, was observed in select bathrooms in excess of what is common for well-maintained residential spaces.

Based on the results of this investigation Fulcrum did not recommend any additional investigation or mold remediation services. Select bathrooms were identified for targeted cleaning to remove any observable mildew and maintenance to repair and sources of potential moisture intrusion. Fulcrum was able to assist ESH on air quality and moisture concerns associated with the Lakeland Village cottages and understands all issues were addressed.

6.2 Eastern State Hospital (West Lake Building), Medical Lake, Washington

From June to August 2019, Fulcrum provided Eastern State Hospital with industrial hygiene services in response to a Category 3 Water Loss, which occurred in Room B134 of the B Pod within the secured psychiatric West Lake Building at Eastern State Hospital located in Medical Lake, Washington. Fulcrum conducted an initial inspection, prepared a site-specific remedial work plan, and conducted post-remediation inspections as necessary to verify completion of the work.

All moisture and mold impacted wallboard identified by Fulcrum was abated within a contained work area, and the area was confirmed by Fulcrum's third-party inspection to be free of any residual or suspect mold impact on the afternoon of August 2, 2019. Based on the results of Fulcrum's post-remediation visual inspection and moisture testing, Fulcrum validated completion of the moisture and mold remediation in the work area and recommended the area be released for reconstruction.

6.3 Washington State Department of Transportation On-Call HBM, Washington State

Fulcrum assists state agencies through the DES Contract #22222. Fulcrum has assisted the Eastern Region of the Washington State Department of Transportation (WSDOT) inspect, evaluate, and repair materials with asbestos in the region's offices, shop, and garage buildings. Fulcrum's responsibilities are to provide a turnkey resource to fully evaluate; design; and with the assistance of an asbestos abatement partner, complete needed abatement or repairs to damaged materials.

Since selection in 2023, Fulcrum has assisted WSDOT with eight response actions; each of which has disrupted staff operations and use of the facilities. Each project was initiated by a phone call from WSDOT and Fulcrum had staff onsite to complete necessary assessments the following business day.

Fulcrum's role is to provide turnkey solutions, evaluating indoor air quality for asbestos fibers, evaluating the damaged materials, preparing a project design, engaging an abatement partner, completing repairs and abatement, and completing aggressive air sampling to demonstrate completion of the response action. Work has been completed in WSDOT facilities in Spokane, Colville, Ione, Colfax, and Tonasket. As an on-call services provider, WSDOT can depend on Fulcrum to initiate project work immediately, mobilize field and contractor teams quickly, and complete the work in a diligent manner so that WSDOT can return operations to the affected buildings.

Prior to the recent assignments under DES Contract #22222, Fulcrum assisted WSDOT with various industrial hygiene and asbestos management issues. Beginning in 2018, Fulcrum was the south central, north central, and eastern region partner to Wood Environment & Infrastructure Solutions, later WSP USA Environment & Infrastructure, Inc. Assigned tasks included evaluating WSDOT worker exposures during routine maintenance activities, including asbestos, heavy metals, silica, and volatile organic compounds (VOCs).

6.4 Yakima County Facilities, Yakima, Washington

Fulcrum has assisted Yakima County with both emergent and planned projects for more than 20 years. Our work includes supporting facility planning through pre-project hazardous building materials inspection, abatement design, occupied & secured building project monitoring, and clearance testing. Emergent work has included addressing water intrusions, building fires, and indoor air quality concerns in courthouse, office, and jail facilities. Outside the built environments, Fulcrum has assisted with soil sampling during roadway improvement projects. Fulcrum serves Yakima County broadly, assisting the Facilities Services and Public Services departments and through their stewardship of county buildings and lands, associated departments including Corrections, Sherrif's office, and Courts.

Fulcrum is currently assisting Yakima County Facilities Services with the improvements to Superior Courts spaces on the 3rd floor of the county courthouse. The project improves five of the six courtrooms, select judge's chambers, and courts offices, and creates a new defendant holding space during an about 14-month phased construction schedule. Asbestos abatement tasks occur at the start of each of the planned six phases, each generally focused around one courtroom. As a result of the active nature of the building, all abatement tasks occur after courthouse operations. Fulcrum is responsible to observe abatement contractor work and to complete air sampling outside of the work area during each work shift, as well as analyze and report the findings of air sampling prior to the start of building operations each morning. The project demonstrates Fulcrum's work in secured spaces, real-time delivery of air sample results, and management of phased abatement tasks.

In the past five years, Fulcrum has assisted Yakima County with similar work scopes on the fourth floor of the county courthouse

and in the general administration building. Fulcrum has also assisted with water release events in the basement of Yakima County's main jail.

6.5 Spokane Community College, Spokane, Washington

Fulcrum has assisted Spokane Community College (SCC) with various environmental services within various areas of the campus since 2005. In 2021, Fulcrum was selected by Integrus Architecture (Integrus) to assist with HBM inspection, design, and clearance inspections associated with the occupied Spokane Community Colleges buildings 8 and 19. The project was designed by Integrus with IRS Environmental selected to complete the ACM abatement.

SCC Building 8 was constructed in 1960 and SCC Building 19 was constructed in 1955. The buildings have a combined footprint of 80,000 square feet in size. The facilities consist primarily of classrooms, faculty offices, administrative offices, and a workshop. Interior building components included concrete walls, concrete masonry unit (CMU) block walls, concrete foundation, ceramic and vinyl tiles, various carpeting and associated adhesives, metal, wood, and gypsum ceilings and suspended ceiling tiles. Roofing components consisted of built-up asphaltic roof over foam over metal decking. The HBM inspection identified numerous materials associated within SCC Buildings 8 and 19 to be ACM including the following materials: asbestos tile flooring with ACM adhesives, HVAC sealants, cement asbestos board, and vermiculite CMU insulation throughout the facility.

Fulcrum was able to support design services with an asbestos abatement workplan for the vermiculite within the CMU walls, various ACM flooring/adhesives, and cement asbestos board. Utilizing the GCCM process, a qualified abatement contractor was selected to complete project tasks in two primary phases which began in March 2022 and continued through May of 2022.

6.6 Rockwood Retirement Community, Spokane, Washington

Fulcrum has assisted Rockwood Retirement Community (Rockwood) with various on-call environmental services at various areas throughout the community since 2012. Fulcrum has provided Indoor Air Quality inspections, HBM inspections, UST site assessments, and mold investigations/remediation oversight services for Rockwood. From April 2022 through June 2023, Fulcrum conducted a mold inspection of a occupied residence located at 2501 South Hargreaves Court in Spokane, Washington. The initial investigation identified localized areas of mold impact in the crawlspace and Fulcrum's scope of work was expanded to include remedial oversight and verification inspection and testing. Fulcrum assisted in the selection of an appropriately experienced professional remedial contractor and reviewed site-specific remedial recommendations with them prior to the start of the remedial effort. Following completion of the remedial action, Fulcrum conducted a third-party verification inspection to confirm absence of residual mold impact and then conducted post remediation air testing.

Fulcrum's third-party visual inspection on April 1, 2022 confirmed removal of the stored contents as recommended and completion of the cleaning of identified areas of mold impact. No residual mold growth was identified within the crawlspace. Fulcrum followed up the visual inspection with air testing. The laboratory report indicated elevated mold spore concentrations in the crawlspace and laundry room (entrance to the crawlspace) indicating a likely residual impact from the remedial action. Fulcrum recommended additional air scrubbing and an anti-microbial encapsulant to be applied throughout the crawlspace area to be followed by retesting.

The mold was fully remediated in accordance with industry best practices by Environment Control Restoration of Post Falls, Idaho. Fulcrum's third-party visual inspection verified absence of any residual mold impact. Initial air testing indicated that the

remedial action had disturbed the mold resulting in a release of airborne mold spores that had not been fully addressed through air scrubbing during the remedial action. Follow up air testing in June, July, and September of 2022 and June of 2023 confirmed that airborne mold spores within the crawlspace and occupied portions of the residence were at normal conditions. Fulcrum recommended no further action regarding the identified mold growth that was remediated in the crawlspace and for the crawlspace to be periodically inspected and/or monitored to confirm that airflow corrections have been sufficient to prevent elevated humidity that could result in new mold growth.

6.7 MultiCare Yakima Memorial Hospital, Yakima, Washington

Fulcrum was selected to assist MultiCare Yakima Memorial Hospital in Yakima, Washington with moisture and mold mapping, asbestos sampling, remediation planning, in-progress remediation inspections, indoor air quality sampling, and post-remedial validation inspections (PRVI) from December 2022 through April 2023, following a water release that occurred as the result of a failed fire suppression line on the second floor of the northwest wing of the hospital. The water release impacted the second-floor hallway, offices, and patient rooms; the operating room suite on the first floor below; and the sterile storage area in the basement.

All moisture and mold impacted building materials were identified by Fulcrum and communicated to the remediation contractor to be removed within approved containment work areas. Prior to remediation, Fulcrum completed bulk asbestos sampling of suspect asbestos-containing materials impacted by the water release. During remediation, Fulcrum completed in-progress air sampling and moisture testing. Following remediation, Fulcrum completed post-remediation validation inspections and air sampling to confirm all moisture-impacted building materials were removed, and no residual viable or non-viable mold spores were present in the air. Fulcrum validated that all moisture and mold impacted materials had been effectively remediated and that following reconstruction, no viable or non-viable mold spores were impacting indoor air quality.

6.8 YWCA of North Central Washington, Wenatchee, Washington

Fulcrum was retained by YWCA of North Central Washington (NCW) in February of 2023 to prepare a Phase I ESA of a 0.43-acre parcel located in Wenatchee, Washington, and utilized by YWCA of NCW as administrative offices, emergency shelter, and an apartment building. The Phase I ESA was completed to meet and exceed the requirements presented in ASTM E1527-21 and included a limited hazardous building materials survey and other limited surveys as non-scope considerations within the Phase I ESA to best meet YWCA of NCW's project needs.

Fulcrum's Phase I ESA identified multiple Recognized Environmental Conditions and de minimis Environmental Conditions associated with onsite and offsite potential sources of contamination. With the findings of the Phase I ESA and the need to further investigate if a release occurred at the Site that may complicate planned redevelopment; Fulcrum, YWCA of NCW, and the Office of Rural and Farmworker Housing partnered to prepare an application for Ecology's Toxics Cleanup Program Affordable

Housing Planning Grant (AHPG) in Fall of 2023. YWCA of NCW was selected as a recipient of the full requested grant amount to complete a remedial investigation of the property and determine how environmental challenges would need to be incorporated into redevelopment.

Work began on the AHPG Remedial Investigation (RI) in Spring of 2024, with a cultural and historical resources evaluation of the property, a geophysical survey, and development of an RI work plan, sampling and analysis plan and quality assurance project plan (SAP/QAPP), inadvertent discovery plan (IDP), and a health and safety plan (HSP). Fulcrum has completed a soil investigation that included installation of 10 monitoring wells, three quarters of groundwater sampling, and three quarters of soil gas sampling. Fulcrum will evaluate the findings of four quarterly sampling events and will work with YWCA, Ecology, and ORFH on remediation and redevelopment solutions. Our work with YWCA has provided us with the opportunity to work with our community partners to improve our Central Washington communities by providing the multi-disciplined environmental consulting services necessary to move forward with redevelopment into affordable housing.

6.9 Eastern State Hospital (Interlake School), Medical Lake, Washington

Fulcrum has assisted Eastern State Hospital with various environmental services at areas of the campus since 2006. In 2014, Fulcrum was selected by Eastern State Hospital to assist with HBM inspection, design, and clearance inspections associated with the Interlake School Demolition project. The project was designed by NAC Architects and De Neff Deeble Baron and Associates with IRS Environmental selected through public bidding to complete the ACM and LEC abatement.

The Interlake School building was a three-story building consisting of a main core and four wings. The building was built in 1949 and is just over 100,000 square feet in size. It was constructed mainly of concrete block and cement with a lightweight concrete decking. The facility consisted of classrooms, offices, exam rooms, a kitchen, a large common area, classrooms, mechanical rooms, and a penthouse fan room on the roof of each wing. The HBM inspection identified numerous materials associated with the Interlake School to be ACM, including Thermal System Insulation (TSI), vinyl asbestos tile flooring with ACM adhesives, ACM sealants, ACM surfacing, and fire door insulation throughout the facility.

Fulcrum was able to support design services with an alternate asbestos abatement workplan for less than 1% asbestos plaster walls and ceilings and for asbestos contaminated soil within tunnels of the facility. Utilizing the GCCM process, a qualified abatement contractor was selected to complete project tasks in two primary phases which began in June of 2014 and continued through May of 2015.

7.0 Geographical Proximity & Business Identification

Our office locations can be found at the following addresses with the available firm contacts at each location:

207 West Boone Avenue, Spokane, WA 99201
Scott Groat, PG, Regional Manager
p: 509.459.9220 f: 509.459.9219

406 North 2nd Street, Yakima, WA 98901
Peggy Williamson, President
p: 509.574.0839 f: 509.574.0839

The following presents Fulcrum's Business Identification numbers:

Washington State S-Corporation
TIN 91-1507566
Statewide Vendor Number SWV0033500-00

UBI 601-840-582
D&B 62-249-5703
Washington OWMBE: S000025799

8.0 Diverse Business Inclusion Strategies

As a small business, Fulcrum is committed to providing opportunities for other diverse business enterprises (DBE), Fulcrum's annual diverse business inclusion outreach consists of the following steps:

- Annual review and solicitation of current vendors for current DBE, MBE and WBE status and encouraging vendors that were not contacted in the previous year to provide new statements of goods and services.
- Website listing requesting DBE, MBE, and WBE firms consider joining Fulcrum's project teams.
- Participating in workshops from Washington State Procurement Technical Assistance Center (PTAC) and similar organizations.
- Offering incentives to all office and technical staff to identify new DBE partners.

A full Diverse Business Inclusion Plan will be made available upon request.

9.0 Company References

Please contact the following colleagues and clients to discuss Fulcrum's qualifications in providing professional services:

Michael Nafzgar, CHFM, Manager of Facilities
Providence Sacred Heart Medical Center
509.474.7135
Michael.Nafzgar@Providence.org

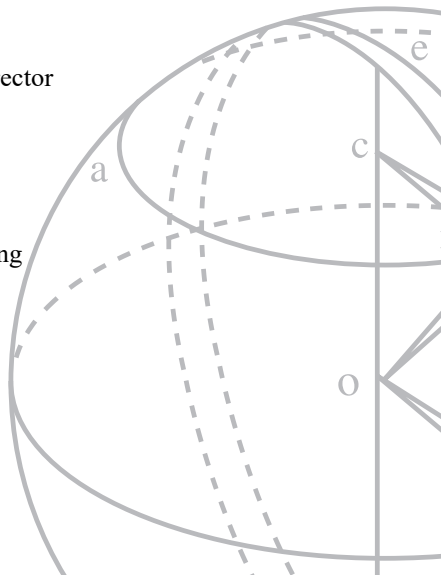
Don Sherfey, Facilities Manager
Moses Lake School District 161
509.760.2104
dsherfey@mlsd161.org

Pam Bullock, Project Manager
Wenaha Group
208.866.6808
pamb@wenahagroup.com

Brian Griff, Facilities Services Director
Yakima County Facility Services
509.506.1316
briang@co.yakima.wa.us

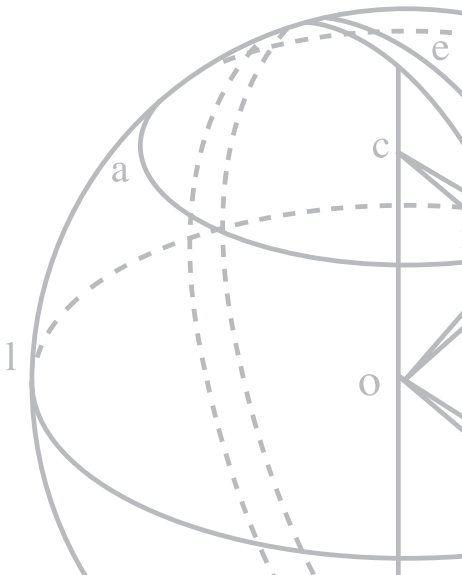
Tom Bishop, Director of Environmental Services
Rockwood Retirement Community
509.536.6890
Tom@rockwoodretirement.org

Bruce Epps, Director of Engineering
Trios Health
509.221.5810
bruce.epps@trioshealth.org



Appendix A

Standard Federal Form 330, Part 2



ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(if any)*:

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME: Fulcrum Environmental Consulting, Inc. (Spokane)	3. YEAR ESTABLISHED: 1991
	4. UNIQUE ENTITY IDENTIFIER: M5FSKKGLLDV4
2b. STREET: 207 West Boone Avenue	5. OWNERSHIP
2c. CITY: Spokane; 2d. STATE: WA; 2e. ZIP CODE: 99201	a. TYPE: S Corporation
6a. POINT OF CONTACT NAME AND TITLE: Ryan K. Mathews, Principal	b. SMALL BUSINESS STATUS: Environmental Consulting Services NAICS 541620
	7. NAME OF FIRM *(If block 2a. is a branch office)*: Fulcrum Environmental Consulting, Inc.
6b. TELEPHONE NUMBER: 509.459.9220; 6c. E-MAIL ADDRESS: info@efulcrum.net	

8a. FORMER FIRM NAME(S) (If any)	8b. YR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
02	Administrative	4	2
07	Biologist	1	
08	CADD Technician	1	
11	Chemist	1	
24	Environmental Scientist	3	1
30	Geologist	5	3
36	Industrial Hygienist	2	1
48	Project Manager	1	1
50	Risk Assessor	2	1
51	Safety/Occupational Health	1	
	Other Employees		
	Total	21	9

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
C15	Construction Management	2
E02	Educational Facilities	1
E09	Environmental Assessments	1
O01	Office Buildings; Industrial Parks	1
W01	Warehouses; Depots	4
C11	Commercial Buildings	2
A06	Airports	3
B01	Barracks; Dormitories	2
C04	Educational Facilities	4
C15	Construction Management	4
E11	Educational Facilities	1
E12	Environmental Remediation	4
E13	Environmental Testing & Analysis	4
O01	Office Buildings; Industrial Parks	1
W01	Warehouses; Depots	3
H11	Housing	2
I01	Industrial Buildings; Mfg Plants	2
J01	Judicial and Courtroom Facilities	1
O01	Office Buildings; Industrial Parks	3
P06	Planning (Site, Install & Project)	1
W01	Warehouses; Depots	1
W02	Water Resources; Hydrology; GW	2

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	6
b. Non-Federal Work	6
c. Total Work	6

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,00 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE: Ryan K Mathews

b. DATE: 06.12.2025

c. NAME AND TITLE: Ryan K. Mathews, Prinicpal

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(if any)*:

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME: Fulcrum Environmental Consulting, Inc. (Yakima)	3. YEAR ESTABLISHED: 1991
	4. UNIQUE ENTITY IDENTIFIER: M5FSKKGLLDV4
2b. STREET: 406 North 2nd Street	5. OWNERSHIP
2c. CITY: Yakima; 2d. STATE: WA; 2e. ZIP CODE: 98901	a. TYPE: S Corporation
	b. SMALL BUSINESS STATUS: Environmental Consulting Services NAICS 541620
6a. POINT OF CONTACT NAME AND TITLE: Ryan K. Mathews, Principal	7. NAME OF FIRM *(If block 2a. is a branch office)*: Fulcrum Environmental Consulting, Inc.
6b. TELEPHONE NUMBER: 509.574.0839; 6c. E-MAIL ADDRESS: info@efulcrum.net	

8a. FORMER FIRM NAME(S) (If any)	8b. YR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
02	Administrative	4	2
07	Biologist	1	1
08	CADD Technician	1	1
11	Chemist	1	1
24	Environmental Scientist	3	2
30	Geologist	5	2
36	Industrial Hygienist	2	1
48	Project Manager	1	
50	Risk Assessor	2	1
51	Safety/Occupational Health	1	1
	Other Employees		
	Total	21	12

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a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
C15	Construction Management	2
E02	Educational Facilities	1
E09	Environmental Assessments	1
O01	Office Buildings; Industrial Parks	1
W01	Warehouses; Depots	4
C11	Commercial Buildings	2
A06	Airports	3
B01	Barracks; Dormitories	2
C04	Educational Facilities	4
C15	Construction Management	4
E11	Educational Facilities	1
E12	Environmental Remediation	4
E13	Environmental Testing & Analysis	4
O01	Office Buildings; Industrial Parks	1
W01	Warehouses; Depots	3
H11	Housing	2
I01	Industrial Buildings; Mfg Plants	2
J01	Judicial and Courtroom Facilities	1
O01	Office Buildings; Industrial Parks	3
P06	Planning (Site, Install & Project)	1
W01	Warehouses; Depots	1
W02	Water Resources; Hydrology; GW	2

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	6
b. Non-Federal Work	6
c. Total Work	6

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,00 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
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6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

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b. DATE: 06.12.2025

c. NAME AND TITLE: Ryan K. Mathews, Prinicpal