October 1, 2021

Tacoma Community College
Center for Innovative Learning and Engagement

Statement of Qualifications
Project No. 2021-260

MITHŪN

October 1, 2021

David Head, Project Manager
Washington State Department of Enterprise Services
david.head@des.wa.gov

Re: Tacoma Community College, Center for Innovative Learning and Engagement
Project No. 2021-260

To the Architect Selection Committee:

We would like to be your partner in the process of planning the Center for Innovative Learning and Engagement to serve TCC's demonstrated commitment to the success of its diverse, vibrant student body—fostering student achievement and retention. We want to engage you in a dialogue about the opportunities to create a building that promotes interdisciplinary collaboration and active learning, supports development of communications skills, design thinking and entrepreneurship, and prepares students for their next steps in life.

Our practice is focused on the design of contemporary learning environments. Lessons learned from our work on a wide range of academic projects informs our approach. They include predesigns, design and construction for our state's community colleges, the University of Washington, Washington State University, Seattle University, the University of California and Princeton University.

Over the years, we have contributed to the development of learning environments, student support services, campus gathering spaces and design standards at TCC. Our work at the college includes the Campus Commons and the Classroom Administration Building, both adjacent to your new project, as well as the college's Art Gallery and Counseling and Advising Center. Our understanding of the physical context contributes to our ability to be your partner.

We look forward to talking with you about the potential for your new building to fulfill your goals.

Yours truly,

Jean-Claude Letourneau
Partner/Project Manager

Walter Schacht, FAIA
Design Partner

MITHŪN

Seattle
Pier 56
1201 Alaskan Way #200
Seattle, WA 98101

San Francisco
660 Market Street #300
San Francisco, CA 94104

Los Angeles
Mithun | Hodgetts + Fung
5837 Adams Boulevard
Culver City, CA 90232

mithun.com

RFQ Attachment 1

Designated Point of Contact for Statement of Qualifications

Point of Contact Name and Title	Jean-Claude Letourneau				
Firm Name	Mithun				
Address	1201 Alaskan Way, Suite 200				
City	Seattle	State	WA	Zip	98101
Telephone	206.971.5607	Email	jcl@mithun.com		

Addresses of multiple office locations of firm (if applicable)

Address	Not applicable to this project		
City		Phone	
Address			
City		Phone	
Address			
City		Phone	
Address			
City		Phone	

Diverse Business Certifications (if applicable) Not applicable

Certification issued by the Washington State Office of Minority and Women's Business Enterprise (OMWBE)

- ☐ Minority Business Enterprise (MBE)
- ☐ Woman Business Enterprise (WBE)
- ☐ Minority Women Business Enterprise (MWBE)

Certification issued through the Washington State Department of Veteran's Affairs

- ☐ Veteran Owned Business

Certification issued through Washington Electronic Business Solution (WEBS)

- ☐ Small Business Enterprise (SBE)

Qualifications of Key Personnel

Organization

Mithun

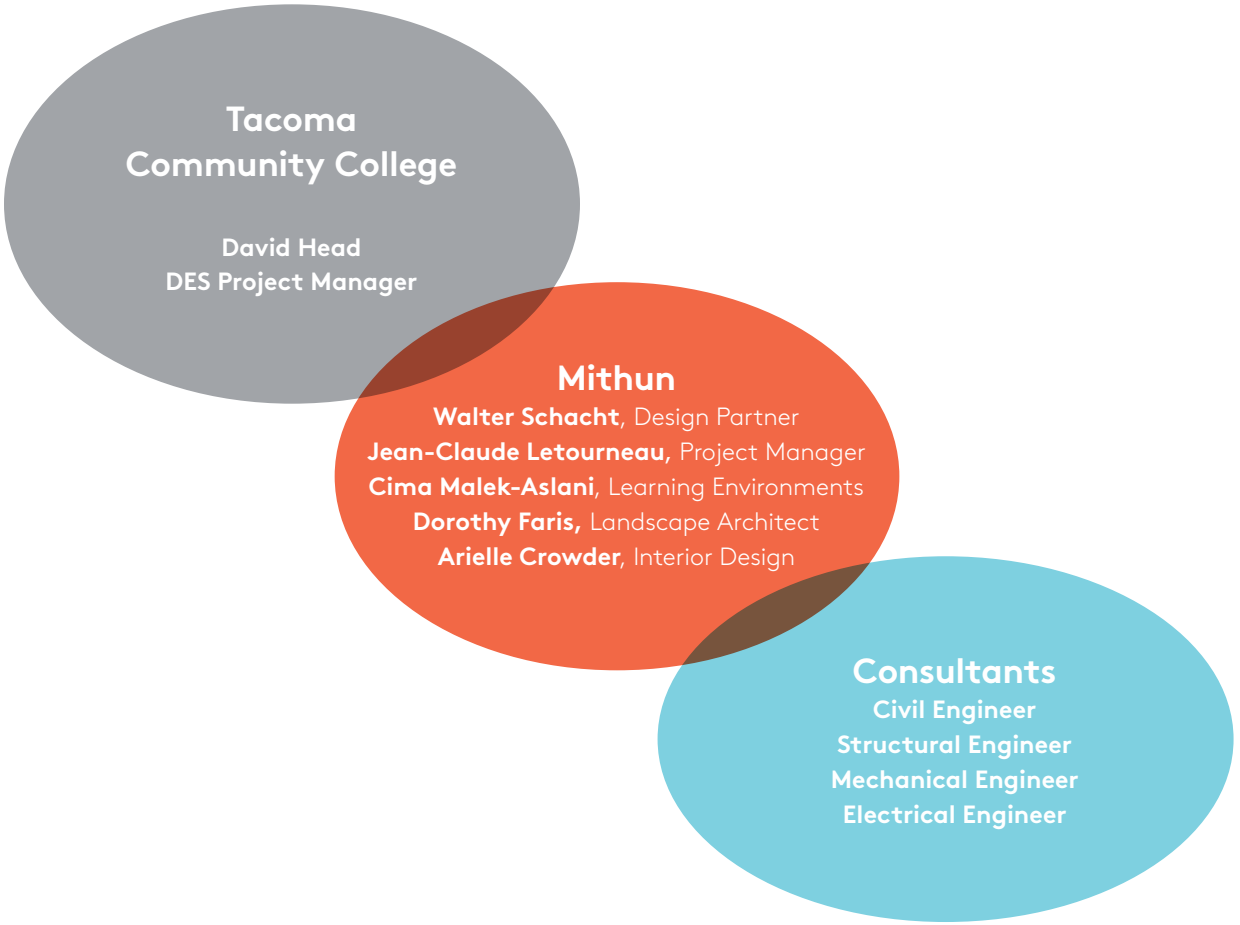
Our practice integrates urban design, architecture, interior design and landscape architecture to design places for community that elevate the human experience. Founded in 1949 and headquartered in Seattle, our 180-person firm also has offices in San Francisco and Los Angeles.

Our work encompasses education, culture, urban placemaking and contemporary workplaces. Emerging ideas from different project types enrich our understanding of how to create places that serve our clients' needs.

Our academic and workplace projects typically serve multiple disciplines, promote sharing of space and resources, increase efficiency and foster collaboration. We design environments that promote design thinking, creativity and peer-to-peer engagement.

Consultants

Our experience indicates that engaging the college and DES in the process of selecting the consultant team enables us to take advantage of your knowledge and experience about firms that have a track record of success working with the college and DES; ensure team chemistry and maximize the opportunities for diverse business inclusion.



Our core team consists of architects and landscape architects who have many years of experience working together and serving the needs of our state's community and technical colleges.

Jean-Claude Letourneau, AIA, LEED AP BD+C

JC's success managing multi-disciplinary teams on complex public facilities with high performance goals is the result of a rigorous process. He understands the strategic relationship between planning, design and construction. JC is experienced with the planning and design of community colleges, sustainable design and working with the OFM format predesign. JC has a track record of success managing projects for Washington State's community and technical colleges. He understands the fundamental relationship between owner decision-making, schedule and budget.

Mithun

Role: Partner/Project Manager
Time Commitment: 30%

Education / University of Minnesota, MArch;
University of Minnesota, BA, Environmental Design

Registration / Architect: WA
LEED AP BD+C
Certified Sustainable Building Advisor

Representative Projects

Classroom Administration Building, Tacoma Community College
Project architect and manager for a 16,500 sf building with administrative offices and a multi-purpose hall which provides space for events.

Art Building and Gallery, Tacoma Community College
Project architect and manager for renovation to create a $1.2 million, 12,000 sf arts education center for fine arts.

Library Media Center, Peninsula College
Project architect and manager for predesign and design of a 26,700 sf facility that is a gateway to the campus. Designed to LEED Silver standards.

Maier Hall, Peninsula College
Project manager for the predesign and design of a new 63,000 sf building which integrates arts, music, math and humanities. Certified LEED Gold.

Allied Health & Early Childhood Center, Peninsula College
Project manager for design of new 41,650 sf building serving the college's early childhood development program. Certified LEED Silver.

College Instruction Center, Olympic College
Project manager for predesign and design of new 75,000 gsf building for art, music, drama and health occupations. Certified LEED Gold.

Cascade Learning Resource Center, Everett Community College
Project manager for design of a 65,000 sf library that expands the college's east campus, creating a new quadrangle. Targeted LEED Silver.

Center for Advanced Manufacturing, Clover Park Technical College
Project manager for design of the new 63,000 sf workforce training facility that creates a new front door to campus. Certified LEED Silver.

Tri-Cities Student Union Building, Washington State University
Project manager for design of a 13,500 sf student center creating new outdoor student gathering space overlooking the Columbia River.

Campus Master Plan Update, Skagit Valley College
Project manager for update to the long range campus master plan that identifies development requirements for the Library|Culinary Arts Building.

Childcare Center, Skagit Valley College
Project manager for predesign and design of a 4,250 sf childcare center for the campus and community.

Spellman Library, Grays Harbor College
Project manager for predesign and design to renovate and expand library building to 25,000 sf, creating a new campus quadrangle.

Walter Schacht, FAIA

Walter has practiced architecture for more than thirty years with a focus on Washington State's public institutions. Walter's strategic thinking and communications skills enable him to partner with clients, facilitate stakeholder meetings and make public presentations. Walter is recognized as a leader in the planning and design of academic facilities including thirteen LEED certified or targeted projects. His contributions are recognized by induction into the AIA College of Fellows and the AIA Seattle Gold Medal.

Mithun

Role: Design Partner
Time Commitment: 20%

Education / University of Washington, MArch; Connecticut College, BA Architecture

Registration / Architect: AK, CA, ID, WA

Representative Projects

Classroom Administration Building, Tacoma Community College
Design partner for a 16,500 sf building with administrative offices and a multi-purpose hall which provides space for events.

Art Building and Gallery, Tacoma Community College
Design partner for renovation to create a $1.2 million, 12,000 sf arts education center for fine arts.

Advising and Counseling Center, Tacoma Community College
Design partner for a hub for student support services that creates a sense of community, encourages student engagement,

South Campus Plan / Conditional Use Permit, Tacoma Community College
Design partner for the south campus master plan which also established a campus materials palette for development of three buildings.

Campus Commons, Tacoma Community College
Design partner for circular lawn that provides a place for students to hangout, play, or use for formal events such as graduation.

College Instruction Center, Olympic College
Design partner for predesign and design of new 75,000 gsf multidisciplinary building for art, music, drama and health occupations. Certified LEED Gold.

Library Media Center, Peninsula College
Design partner for predesign and design of a 26,700 sf facility that is a gateway to the campus. Designed to LEED Silver standards.

Maier Hall, Peninsula College
Design partner for predesign and design of a new 63,000 sf building which integrates arts, music, math and humanities. Certified LEED Gold.

STEM 4, Cascadia College | UW Bothell
Design partner for predesign and design of a new 80,000 STEM building. Targeted LEED Gold.

Hazel Miller Hall, Edmonds College
Design partner for predesign and design of a new 76,250 gsf building STEM programs. Certified LEED Gold.

Cascade Learning Resource Center, Everett Community College
Design partner for a 65,000 sf library, media and tutoring center that forms a new quadrangle on the college's east campus. Targeted LEED Silver.

Center for Advanced Manufacturing, Clover Park Technical College
Design partner for design of the new 63,000 sf workforce training facility that creates a new front door to campus. Certified LEED Silver.

Cima Malek-Aslani, AIA

Cima plays a central role in programming learning environments. She is research oriented, digging into the underlying institutional, programmatic, and aesthetic trends that inform planning and design. Her passions lie in understanding evolving pedagogies that impact the variety of ways students learn and study outside the classroom. Cima's experience has shown that having a diverse group of students involved in programming and design of the spaces they occupy reveals a level of functionality and flexibility students need for learning that would otherwise not have been realized.

Mithun

Role: Programming & Planning
Time Commitment: 30%

Education / Texas A & M University, BA, Environmental Design
University of Washington, MArch

Registration / Architect: WA

Representative Projects

Advising and Counseling Center, Tacoma Community College
Design partner for a hub for student support services that creates a sense of community, encourages student engagement,

Art Building and Gallery, Tacoma Community College
Design partner for renovation to create a $1.2 million, 12,000 sf arts education center for fine arts.

Library Building, North Seattle College
Design partner for predesign and design to renovate 58,000 sf of library building. Targeted LEED Silver.

STEM 4, Cascadia College | UW Bothell
Planner and programmer for predesign and design of a new 80,000 sf STEM building. Targeted LEED Gold.

RISE Lab, Bellevue College
Design partner for 12,600 sf renovation housing research labs, an active-learning makerspace, and physics classrooms service the research program.

Creative Academy, Seattle Central College
Design partner for the comprehensive renovation to provide space for Photography, Graphic Design and Publishing Arts.

Opportunity Center for Education, North Seattle College
Design partner for a 45,000 sf, office and classroom facility consisting of a 12,000 sf renovation and 33,000 sf addition. Certified LEED Gold.

Library Building, North Seattle College
Design partner for a library includes active learning classrooms, language center, a teaching learning center, and media resources lab.

Campus Master Plan, North Seattle College
Design partner for long range master plan including land use approvals, infrastructural improvements and funding of two major projects.

Campus Master Plan, Shoreline Community College
Design partner for long range master plan including land use approvals, access and infrastructure improvements and funding of two major projects.

Campus Master Plan, Edmonds College
Planner and programmer for long range master plan including access and infrastructure improvements and funding of a major project.

On-Call Architect & Master Agreement / University of Washington
Design partner for more than twenty projects which have included labs, workplace environments, classrooms, lecture halls.

Arielle Crowder, AIA

Arielle will lead the interior design and furniture selection for the project. Furniture plays a key role in the functionality of collaborative learning environments and student study spaces. Arielle works with Cima to understand the pedagogies, instructional technologies, and desired flexibility that will make learning spaces function as intended. She understands how to integrate instructional technologies in furniture for collaborative learning environments. Furniture in shared informal student study space is selected to signal the use of space to students whether it is for group study, individual study, or social space.

Mithun

Role: Interior Design
Time Commitment: 20%

Education / Washington State University, BArch
Registration / Architect: WA

Representative Projects

STEM 4, Cascadia College | UW Bothell
Interior designer for predesign and design of a new 80,000 sf STEM building. Targeted LEED Gold.

Center for Advanced Manufacturing, Clover Park Technical College
Interior designer for design of the new 63,000 sf workforce training facility that creates a new front door to campus. Certified LEED Silver.

Tri-Cities Student Union Building, Washington State University
Interior designer for design of a 13,500 sf student center creating new outdoor student gathering space overlooking the Columbia River.

Cascade Learning Resource Center, Everett Community College
Interior designer for design of a 65,000 sf library that expands the college's east campus, creating a new quadrangle. Targeted LEED Silver.

Allied Health & Early Childhood Center, Peninsula College
Interior designer for design of new 41,650 sf building serving the college's early childhood development program. Certified LEED Silver.

RISE Lab, Bellevue College
Interior designer for 12,600 sf renovation housing research labs, an active-learning makerspace, and physics classrooms service the research program.

Library Building, North Seattle College
Interior designer for the Library Building renovation which will provide space for instructional support, research, and information literacy skills.

College Instruction Center, Olympic College
Interior designer for predesign and architectural design of new 75,000 gsf building for art, music, drama and health occupations.

Hazel Miller Hall, Edmonds College
Interior designer for predesign and design of a new 76,250 gsf building with STEM programs. Certified LEED Gold.

Health Sciences & Student Resources Center, North Seattle College
Interior designer for predesign and design to renovate and expand building to 45,000 sf for cafe, tutoring and STEM programs. Certified LEED Gold

Center for Advanced Manufacturing, Clover Park Technical College
Interior designer for design of the new 63,000 sf workforce training facility that creates a new front door to campus. Certified LEED Silver.

On-Call Architect & Master Agreement / University of Washington
Interior designer for more than twenty projects which have included labs, workplace environments, classrooms, lecture halls.

Dorothy Faris, ASLA

Dorothy is a collaborator with a strong conceptual approach to landscape design. She works with the design team and project stakeholders to create compelling, sustainable designs that foster gathering. Her higher education projects for academic programs and student life create indoor-outdoor connections and foster outdoor learning.

Mithun

Role: Landscape Architect
Time Commitment: 10%

Education / University of Washington, MLA
Lewis and Clark College, BA, Ceramics & Art History

Registration / Landscape Architect: WA;
USGBC LEED Accredited Professional

Representative Projects

STEM 4, Cascadia College | UW Bothell
Landscape architect for an 80,000 sf academic facility shared by the University of Washington and Cascadia College. Target LEED Gold.

Childcare Center, Skagit Valley College
Landscape architect predesign and design of a 4,250 sf childcare center for the campus and community.

University of Oregon Residence Halls Replacement / Eugene, OR
Landscape architect for two new residence halls with 1,800 beds, with spaces for study, lounge, dining, and a new pedestrian promenade.

UC Irvine Middle Earth Expansion
Landscape architect for 215,000 sf student life project; ecological planting that supports water catchment and facilitates pedestrian movement.

UC San Diego Nuevo West Graduate Student Housing
Landscape architect for a 441,800 sf mixed-use residential community including housing, cafe and marketplace. Targeted LEED Gold.

UC Santa Cruz Student Housing
Landscape architect for master planning and concept design of five student life buildings totaling 107,296 sf with related social amenity spaces.

UC San Diego Health La Jolla Family House
Landscape architect for a shared community home for families of patients undergoing care within the UC SD health system.

Western Edge Student Housing
Landscape architect for private development of two new residential buildings for WWU students, totaling 492 beds.

University of Washington, Terry, Maple and Lander Halls
Landscape architect for TOD development of student housing that includes public plazas, streetscape, stormwater planters and roof terraces.

University of Washington Childcare Center
Landscape architect for 4,000 sf of outdoor space to accommodate childcare services for 150 children.

UC San Diego Nuevo East Graduate Student Housing
Landscape architect for a mixed-use residential community for graduates including 1,373 beds, dining, fitness room, and rooftop and student spaces.

Oregon State University, Asian and Pacific Islander Cultural Center*
Landscape architecture team member for new student center focused on engaging members of the Asian and Pacific Islander community.

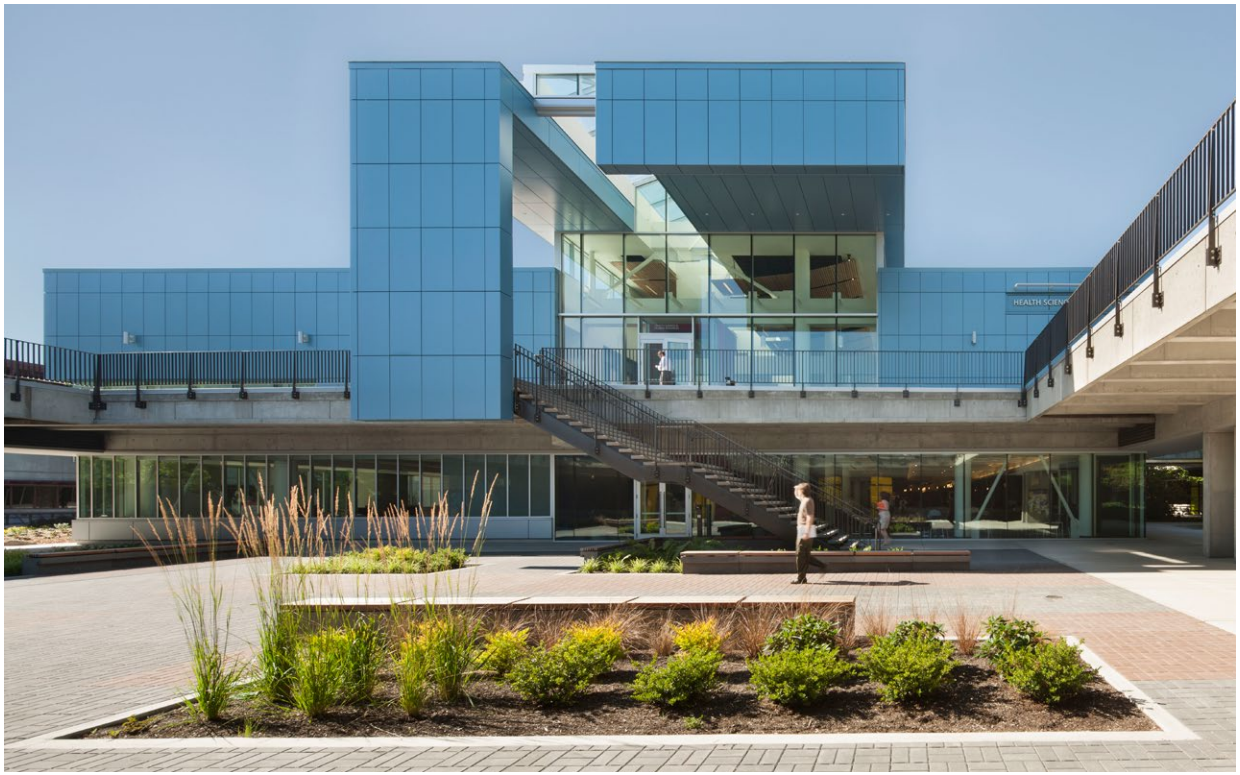
**completed with previous firm*

Relevant Experience

Predesign Studies

Our experience with OFM predesign requirements includes sixteen studies for state agencies including higher education.

OFM Predesigns	Year
Insurance Commissioner Building Department of Enterprise Services	2020
Legislative Campus Modernization Department of Enterprise Services	2020
Capitol Campus Childcare Center Department of Enterprise Services	2019
Library Building Renovation North Seattle College	2019
State Capitol Development Study Department of Enterprise Services	2017
Health, Science & Manufacturing Complex Shoreline Community College	2017
Allied Health/Early Childhood Center Peninsula College	2013
Hazel Miller Hall Edmonds College	2013
College Instruction Center Olympic College	2011
Fort Worden, Building 202 Peninsula College	2009
Health Sciences Building North Seattle College	2009
Maier Hall Peninsula College	2007
Culinary Academy Seattle Central College	2007
Creative Academy Seattle Central College	2007
Opportunity Center North Seattle College	2006
Library Media Center Peninsula College	2004



Health Sciences & Student Resource Center / North Seattle College

Higher Education

Our team is committed to working with academic institutions to create learning environments that foster a sense of community, supporting student success and retention, and inspiring lifelong learning. We have worked on projects for 18 of Washington State's 34 community and technical colleges. We have also worked on projects for the University of Washington, Washington State University, Western Washington University, Seattle University, UCLA, UC Irvine and Princeton University.

Lessons learned from these diverse institutions inform our approach and contribute to our dialogue with you. Our work on eight community college master plans enables us to maximize the relationship between individual buildings and the overall campus.

Contemporary Learning Environments

We are experienced in the programming, planning and design of learning environments that facilitate interdisciplinary learning, strengthen curricular pathways, increase student engagement and prepare students for the workplace. We create spaces with an understanding of the soft skill development—communications, collaboration and creativity—along with subject matter content.

Interdisciplinary teamwork depends on physical adjacencies that facilitate integration. We plan classrooms, labs, makerspaces and informal study and social spaces as a network that brings people together and supports contemporary pedagogies.

Informal student space at STEM 4 / Cascadia College | UW Bothell

Facilitating Collaboration

The **Center for Advanced Manufacturing Technology at Clover Park Technical College** is designed to promote interdisciplinary collaboration. All of the labs, classrooms, computer labs, student study spaces and faculty offices open into a central atrium space called the 5th Lab. It provides space for disciplines to work on projects together, student demonstrations and events with industry partners.

The **Health Sciences Student Resources Building at North Seattle College** brings multiple disciplines together with each other and the college as a whole. Physical adjacencies, shared classrooms and common student study spaces knit the college's anatomy, physiology and nursing programs into a Human Life Sciences and Biology Center. They surround an atrium that is the central student gathering place on campus.

Student Directed Learning

Bellevue College's RISE (Research, Innovation, Service, Experiential) Lab supports independent student discovery and creativity. The flexible makerspace accommodates biology, chemistry robotics, art and student clubs.

A central, skylit collaboration lab provides adaptable workspace that serves multiple programs. Benches at the perimeter of the lab carry makerspace tools and equipment. The lab is surrounded by support spaces equipped to serve discipline specific needs such as fume hoods and instruments. Individual spaces for independent student research projects are adjacent to the collaboration lab. Transparency provides views into lab activity.

Informal Gathering Space

Informal study and social spaces in STEM 4 promote collaboration between students, faculty and staff from **Cascadia College and UW | Bothell** in their new, shared academic facility. Study spaces are located adjacent instructional spaces. They support student work before, during and after class. Group study areas are typically placed next to labs. Individual study areas are next to classrooms. Social spaces are centrally located between the main stair and elevators that facilitate vertical circulation in the building. Furniture is selected to signal and support the function of the space.

Learning, Community & Culture at TCC

Team members JC Letourneau, Cima Malek-Aslani and Walter Schacht worked on series of projects that have a lasting impact on learning environments, campus gathering spaces, cultural activities and campus design standards at Tacoma Community College.

Art Building and Gallery
Renovation of the Building 5 improved learning environments for the college's ceramics, metalwork, sculpture, 2-D design, drawing, and printmaking programs. Design of a new, freestanding art gallery was a key element of the project, creating a place for exhibits of student and faculty work, and special exhibitions. The gallery bring the campus together with the community around culture. The exuberant form and unique metal cladding opened the door to a new design vernacular on the campus.

Classroom Administration Building
The Classroom Administration Building plays an important role in the development of the central quadrangle at the south end of campus. Its sheltering roof and material palette established the palette for other new buildings including Info Tech, the Transue Center and the Harned Center. The sheltering arcade and terrace create an outdoor gathering place. Classrooms are designed to serve a range of programs. The college's administrative offices and board room overlook quad creating a sense of connection with the campus community.

Campus Commons / Tacoma Community College

South Campus Master Plan
The plan coordinated development and obtained land use approval for the Classroom Administration Building, Info Tech and the Transue Center.

Counseling and Advising Center
Renovation of Building 7 for student support services increases student engagement and retention. Integrated services are organized around a spacious commons. The information desk serves as a point of orientation for the entire center. Graphics and vibrant colors identify each of the service areas. Skylights, soft seating and wireless access in the central lounge area create a magnet for students.

Campus Commons
The Commons provides an outdoor gathering space that fosters student, faculty and staff engagement. The circular lawn is surrounded by a low-seat wall and flowering cherry trees, providing a place for a range of activities from informal student recreation to campus celebrations.

Five, fourteen-foot tall, sculptural bronze columns located at the northwest corner of the lawn provide a tribute to trustees, administrators and faculty who have made significant contributions to the life of the college. They create a point of entry to the south quad that aligns with a view of Mount Rainier.

Scope
63,000 sf multi-disciplinary facility for humanities, art, performance, math, tutoring center, active learning classrooms and faculty offices.

Budget
Original budget: $20.4M; Final cost $22.5M
Includes owner added alternates, agency scope changes and latent conditions

Delivery Method
Design-Bid-Build

Reference
Dr. Thomas Keegan, former President
Peninsula College
(360) 416-7997, Thomas.Keegan@skagit.edu

MAIER HALL
Peninsula College

KNITTING IN

The design knits the building into the campus, relating to the context of the surrounding an old growth forest.

Bringing Programs Together
The multidisciplinary facility proves space and shared resources for English, art, music, drama, math labs and the college's tutoring center. A 135-seat performance venue with variable acoustics to accommodates a wide range of uses from recitals to film and lectures.

Capturing Daylight and Views
Set amongst old growth trees, the brick-clad facade is articulated by floor-to-ceiling windows that maximize daylight and ventilation. The syncopated rhythm of openings responds to the vertical stacking of programs spaces and the building's solar exposures.

Enhancing the Environment
The building connects community spaces on campus to the surrounding natural environment, while minimizing impacts to adjacent ecosystems: virgin forests, wetlands and an ecologically-sensitive ravine.

The project mitigates a landslide area adjacent to a salmon bearing creek by redirecting storm water runoff to an adjacent wetland. An open-air breezeway allows students to pass through the building and follow the rainwater flow from the landscape and roof surfaces to the wetland via an exposed runnel and flow-spreader at the wetland's edge.

High Performance Design
The project achieved LEED Gold and the met the energy performance target of the Architecture 2030 Building Challenge.

A native epiphytic moss roof was provided on the second story roof to reduce glare into the third level offices and the study lounge, and detain stormwater runoff. The building is heated by a geothermal well field and is passively cooled.

Scope
75,000 sf facility with labs, classrooms and offices for art, theater, music and health occupations including a 255-seat performance venue and gallery.

Budget
Original budget, $36.3M. Final cost, $37.5M. Unused contingency funds enabled owner to add scope to the project.

Delivery Method
Design-Bid-Build

Reference
Dennis Flynn, Project Manager
Department of Enterprise Services
(253) 208-9207, dennis.flynn@des.wa.gov

COLLEGE INSTRUCTION CENTER
Olympic College

ACTIVE LEARNING

The lobby is at the base of the three-story atrium and connects to the campus pedestrian spine.

Integrating Disciplines
The multi-disciplinary building provides instructional spaces for art, music, drama and health sciences. It includes a 255-seat performance hall.

Active Learning
A technology enhanced active learning classroom is shared by disciplines across campus. It features display screen-to-table technology that enables students to create and share content with other groups in the room.

Bringing People Together
Shared use public spaces in the building brings diverse programs together. A three-story atrium connects all levels of the building, providing clear wayfinding. Informal student study areas wrap around the atrium, inviting students to gather, study and engage with peers. They are located adjacent to the stairs and elevators to enhance the connections in the building.

Extending the Campus Spine
The plan organizes development around a central pedestrian spine that orients building front doors in relation to the common space, resulting in strong collegiate identity and sense of community.

Sustainability
The project is certified LEED Gold. Daylight harvesting, a high performance mechanical system and biofiltration swales are key elements of the sustainable strategy

Scope
The 80,000 sf STEM building is a shared use project that includes labs, classrooms, offices and informal study spaces for chemistry, biology, mechanical and electrical engineering programs.

Budget
Original budget, $79.4M, Final cost, $79.4M.

Delivery Method
Progressive Design-Build

Reference
Meagan Walker
VP for External Relations & Planning
Cascadia College
(425) 352-8491, mwalker@cascadia.edu

STEM 4
Cascadia College | UW Bothell

SPACES TO COLLABORATE

STEM 4 is shared by the university and the college, promoting institutional and interdisciplinary collaboration.

A Shared Vision
The University of Washington and Cascadia College have shared the Bothell campus for over twenty years; STEM 4 is their first shared academic building. The 80,000 sf facility provides labs and classrooms for chemistry, physics, engineering, computer science, and mechanical and electrical engineering. It also contains student directed learning labs for computer science and Cascadia College's Interdisciplinary Projects lab.

The design fosters collaboration between the college and the university. To promote interaction, each floor houses related programs for both institutions. To encourage dialogue, separate faculty office suites for each institution are joined by a common breakroom. To promote student engagement, informal study spaces are organized around a central stair and a lightwell that bring daylight into the building, inviting students from both institutions to come together.

Engaging Students in the Design Process
The Mithun team worked with student organizations from the college and the university to engage diverse student stakeholders. Virtual meetings and an on-line survey enabled us to gain important insights and feedback during the planning and early design phases. The process made us aware of stakeholder needs, especially for informal study spaces and gender diversity. In response we designed a range of informal settings, from individual to group study and social spaces, and all-gender restroom facilities.

Scope
65,000 sf building contains library, digital commons, tutoring and writing centers, art gallery and multi-purpose presentation room.

Budget
Original budget, $30.9 million.
Final cost, $30.0 million including additive alternates in construction phase.

Delivery Method
GC/CM

Reference
Pat Sisneros, VP for Administrative Services
Everett Community College
(425) 388-9026, psisneros@everettcc.edu

CASCADE LEARNING RESOURCE CENTER
Everett Community College

MAGNET FOR STUDENTS

The Digital Commons provides access to information technology in the heart of the Learning Resource Center.

New Campus Quadrangle
The Cascade Learning Resource Center anchors Everett Community College's expansion, creating a new campus on the east side of North Broadway. The LRC is sited across from WSU's Everett Center, creating a new quadrangle and green space which sets the pattern for future development.

Central Stair
The three-story building collocates multiple, interrelated programs. To facilitate access and promote integration, spaces are organized around a central stair and atrium that connects all of the activities in the three-story building.

The ground floor is the most active level. The lobby is surrounded by the tutoring and writing centers, public presentation room and art gallery. Media support services are tucked behind.

The Digital Commons is on the middle floor, providing computers and support in the heart of the building. It contains active learning classrooms, the dean's office and the center for transformative teaching.

The library occupies the upper level, looking out over the quad, the city and the west campus. It is the quietest space in the building.

A Variety of Student Study Spaces
The LRC accommodates diverse student needs. The design provides a wide variety of study spaces in response to student input - from enclosed rooms for groups to collaboration and individuals to engage in focused study to individual carrels, comfortable, open seating areas, and traditional library tables.

Sustainability
The building is targeted LEED Silver. Natural stormwater management, daylight harvesting, and a high performance mechanical system are key elements in the design. The roof is structured to accommodate a future solar panel array.

Past Performance

Managing Scope, Schedule & Budget

Our approach to aligning project scope, budget and schedule is based on our experience managing higher education projects that serve multiple programs and improve their campuses. Lessons learned from our success with design-bid-build, general contractor/construction manager (GC/CM) and design-build project delivery inform our methodology. We utilize Lean principles such as target value design and pull planning to maximize efficiencies and outcomes.

Collaboration

We organize a collaborative process that engages your stakeholders and facilitates decision-making by your leadership team. We work with your faculty and staff to align the predesign with the college's academic program, campus master plan and facilities operations. We engage project stakeholders through a series of workshops that address functional and technical issues, facilitate interaction, promote creativity and lead to shared project goals.

Vision

Developing a compelling vision for the project is the key to building consensus that keeps the project on track. It grows out of a dialogue about the unique culture of the academic programs, students, faculty and staff that will occupy the building and the unique physical context of your campus.

A clear project vision also helps the college make an effective case for construction funding at the state legislature. Selling the project is a process that never ends.

Maier Hall

Peninsula College

The 63,000 sf multidisciplinary facility contains labs, classrooms and faculty offices for art, music, math, English and tutoring. It includes a 135-seat recital hall. The design-bid-build project is certified LEED Gold.

Predesign

The predesign responded to a quickly escalating construction market by identifying space use efficiencies that reduced building size while delivering the intended program, balancing scope and budget.

Adding Value to the Project

The bid documents included alternates to improve the main campus entry and parking lot that were included in the project when it bid under budget.

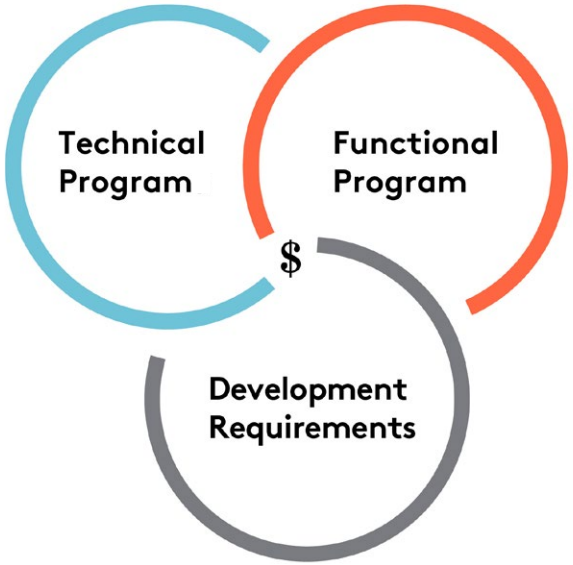
Schedule

We prepared separate permit drawings for early site improvements and bid the work separately to meet the college's goal of expediting the schedule.

Predesign: Aligning Scope & Budget

Aligning scope and budget is a fundamental goal of the predesign study. Three factors influence the equation. Development requirements, such as site infrastructure, land use and building codes are typically fixed constraints. The functional program (space use) and technical program (systems/quality/performance) are usually more flexible, urging the design team to identify creative ways to meet the college's needs.

The predesign identifies an initial strategy for balancing the programs and development requirements with the project schedule and budget, creating a baseline for owner decision-making during design and construction.



Development Requirements

Development requirements have a significant impact on project scope and budget given:

—Your goal of creating a new campus front door and plaza,

—city requirements for parking, frontage and stormwater improvements,

—utilidor and fire flow improvements, and

—the need to maintain library operations.

To establish a realistic cost and schedule for the work, we will conduct a comprehensive, detailed analysis that coordinates with the campus master plan, provides visibility, access and service, and meets land use codes. We will meet with city officials to confirm we have a mutual understanding of their requirements.

Functional Program

The functional program defines the facility's uses and spaces. We will engage your stakeholders in a dialogue about evolving trends in contemporary learning environments that meet your goals, including:

—Active, hands-on learning in labs and classrooms,

—spaces for teamwork and peer-to-peer engagement to promote student engagement, success and retention,

—adaptability and flexibility to accommodate changing program needs.

The program is informed by strategic issues such as optimizing space utilization, promoting collaboration, shared use of resources, and attracting and retaining faculty.

Technical Program

The technical program defines the owner's project requirements, identifying performance specifications that align with your operating and maintenance protocols, meet state energy goals and results in a cost-effective project.

We consider the technical program in relation to initial and life cycle costs. It has the potential to set the stage for a sustainable facility that is economical to operate and maintain.

Engaging the commissioning agent (Cx) is an important step in the process that is frequently overlooked in predesign. The Cx helps define performance criteria for mechanical and electrical systems that respond to owner needs.

Maintaining Budget & Schedule

Target Value Design

Target Value Design is the foundation of our approach to cost estimating. It enables us to establish and maintain scope, cost and schedule baselines that inform decision making throughout design and construction.

Establishing the Budget
In predesign, we estimate the cost of development requirements based on site-specific solutions for stormwater, utility infrastructure, access and loading, and building into the site.

We establish the budget for building construction based on benchmark data from comparable academic facilities in the region. It enables us to define a range of options for you to consider, identify significant opportunities for savings and distribute the budget in relation to your priorities.

Continuous Trending & Milestone Estimates
As the design progresses, allowances are replaced by detailed costs. The target value budget enables us to balance inevitable increases in some values by finding opportunities for cost savings in others.

We update the construction cost estimate in real time to inform decision making for our team and the college. Detailed milestone cost estimates at the end of each design phase supports our continuous trending process.

Building Information Modeling (BIM)
Building Information Modeling (BIM) enables us to create a full scale virtual model of the site and building. Cost estimates for site and building systems are based on detailed quantity surveys in the model. Shared development with our consultants ensures effective coordination of building systems, eliminating conflicts and ensuring constructability.

Target Value Budget for Hazel Miller Hall, Edmonds College's 76,250 sf, $41 million STEM building

The digital model enables us to share three-dimensional images of the design with your stakeholders, enabling them to participate in the dialogue.

Pull Planning

Pull planning is a Lean construction practice that invites key project stakeholders—including design team members, the college and DES—to provide input. The team starts with the completion target for each task and works backward, milestone by milestone, to identify the start date. The team gathers around the overall timeline and everyone uses color-coded sticky notes to denote the schedule for each specific task. Identifying the key intersections that define the critical path, the team can make adjustments to refine and expedite the schedule.

The process allows stakeholders to contribute their expertise in a way that builds a cohesive team working together toward a common goal.

Pull planning allows you to identify potential roadblocks. Identifying obstacles enables us to avoid them, reducing waste, redundancy, and wait times.

Minimizing Risk

Managing your project to stay on budget and schedule depends upon a realistic understanding of the potential risks and mitigation strategies as well as a disciplined process for quality assurance/quality control (QA/QC) and constructability reviews.

Contingencies

We identify and track risks to scope, budget and schedule on a risk register. The spreadsheet quantifies potential cost impacts and establishes an appropriate contingency for each risk. It addresses broad issues such as market uncertainty, potential industry labor disputes and code changes as well as project specific risks such as permitting, latent conditions and owner initiated changes.

We update the risk register at each estimating milestone. As the project moves forward and risks are mitigated we reduce the contingency amounts with the goal of adding scope to the project. The process continues through the end of construction.

QA/QC and Constructabilty Reviews

Our quality assurance/quality control program is an in-house process that ensures coordination between disciplines. An independent reviewer evaluates the drawings and specifications.

Constructability review, conducted by a third party, plays an important role in assuring the bid documents support both the construction sequence and your ongoing maintenance and operations of the completed project.

Learning Resource Center

Everett Community College

The 65,000 sf facility colocates library, media center labs, tutoring and writing centers. The GC/CM project is targeted LEED Silver.

Development Requirements

We conducted a comprehensive evaluation of the scope and cost to locate the facility on the college's new campus east of Broadway, including traffic, parking, stormwater and electrical power. We balanced these costs with the functional and technical programs while meeting the college's project goals.

Target Value Design

We maximized transparency of the exterior envelope for daylight and views through an estimating exercise that evaluated multiple options in terms of cost and performance. Real time estimating enabled us to respond to the college's decision to upgrade the mechanical system at the end of design development. The project bid $1.2 million under budget allowing the college to include all of the additive alternates and allocate funds to related capital needs.

Maximizing Value

Value Analysis

Value analysis is a continuous process of considering the options for building systems in terms of initial and life cycle costs, and alignment with the college's operating and maintenance protocols. We present you with options at each phase of the project in order to give you choices about how to invest your budget and ensure that the final product meets your performance goals. The process is especially important to the selection of mechanical systems.

Value Engineering

Value engineering (VE) is a state mandated process for design bid build projects that typically occurs at the end of schematic design. An independent consultant team evaluates the project scope and budget, and makes recommendations to the college, DES and the design team. Although our projects are always on target for scope and budget alignment we believe that value engineering increases understanding of how to maximize the use of capital resources.

—At **Peninsula College's Library Media Center**, the VE led the college to reconsider their original goal for a two-story building in terms of operating efficiency and cost-effectiveness.

—At **Olympic College's College Instruction Center**, the VE led the college and the design team reconsider the building section, reducing the costs below the state capital budget allocation.

STEM 4

Cascadia College | UW Bothell

The 80,000 sf facility contains labs, classrooms and faculty offices for biology, chemistry, mechanical engineering and computer science. The design-build project is targeted LEED Gold.

Predesign

The target value budget was established based on site specific solutions for access, loading, stormwater and infrastructure and benchmark data from comparable higher education projects. It provided a baseline for scope/ budget alignment that was been maintained from design through bidding.

Adding Value to the Project

The clients asked the design-build team to increase building size by 10,000 sf, agreeing to put tenant improvements for the additional space at risk. The team is managing the design and contingencies to allow the full build-out of the additional space.

Schedule

Phased permitting enabled sitework to commence prior to completion of construction documents, expediting the construction schedule.

Life Cycle Cost Analysis Experience

Experience

Our experience with OFM's Life Cycle Cost Tool (LCCT) goes back to 2013 when it was being developed by a joint task force from OFM and the Department of Commerce in response to Executive Order 13-03. At that time, Walter Schacht and JC Letourneau were leading the Capital Projects Advisory Review Board's (CPARB) effort to develop Life Cycle Cost Analysis (LCCA) Guidelines in response to a legislative proviso, RCW 39.10.320(5).

Walter and JC joined forces with the LCCT task force, aligning the tool and the guidelines to create a unified approach to embedding life cycle cost analysis into the design decision making process for state funded projects.

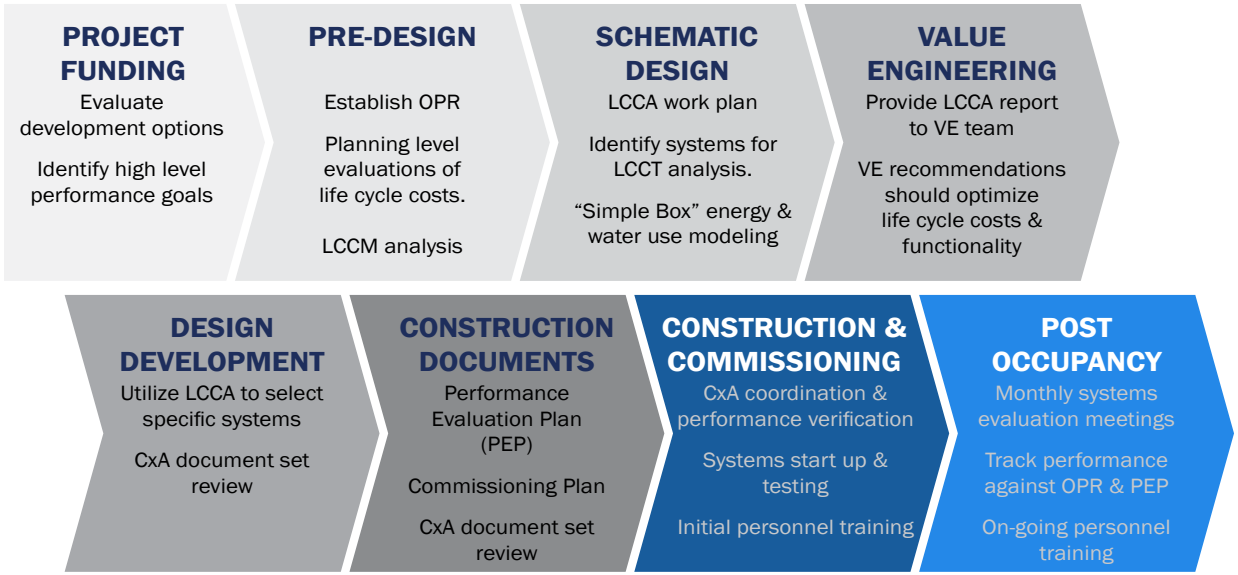
We made the first application of the tool and the guidelines on Edmonds College's 76,250 sf STEM building, Hazel Miller Hall, demonstrating the value of the process. Since then we have utilized CPARB's LCCA Guidelines and OFM's LCCT together on four higher education projects:

—STEM 4
Cascadia College | UW Bothell

—Learning Resource Center
Everett Community College

—Library Building
North Seattle College

—Health Sciences Advanced Manufacturing Classroom Complex
Shoreline Community College



Capital Projects Advisory Review Board—Life Cycle Cost Analysis Guidelines

Process

LCCA enables us to identify sustainable design strategies which align with owner goals and resources. It allows owners to make practical, data-based decisions, ensuring their facilities are cost-effective to operate and maintain. It bridges the gap between intentions and outcomes, leading to projects that are flexible, durable and conserve resources.

The effort commences at the beginning of predesign with the preparation of the owner's project requirements (OPR) for building operations and maintenance. Early evaluation of building systems through computer modeling enables the owner to make cost-effective decisions up front, ensuring alignment of scope, budget and OPR.

Commissioning is an integral component of the LCCA process. In the design phases, the owner's commissioning agent records the OPR and identifies key performance indicators for building systems.

In construction, the agent observes system installation, and participates in start-up, testing and staff training. Post-occupancy commissioning ensures that building systems perform to specification and provides support for the college's facility staff as they assume responsibility for day-to-day operations.

The Life Cycle Cost Tool (LCCT) is a spreadsheet that yields data informing owner decision making. It is scalable, providing a level of detail that aligns with each phase of the process from predesign to design and construction.

OFM and DES Requirements

Life Cycle Cost Analysis

OFM and DES provide multiple tools to ensure that state funded capital projects meet RCW 39.10.320(5) and Executive Order 13-03 for life cycle cost analysis to promote cost-effective, energy-efficient facilities.

Life Cycle Cost Model (LCCM)

The LCCM is an OFM requirement for predesign. The model compares the total cost of ownership for alternative development strategies that typically include new construction, renovation, leasing space, purchasing an existing building or colocating with other uses in addition. It also includes "no action alternative" that identifies the impacts if the project is not developed.

In most cases the Project Request Report indicates a preferred solution. We have been successful working with OFM's capital budget analyst to identify project-specific alternatives that yield information that are meaningful to owner-decision making.

Life Cycle Cost Tool (LCCT)

The LCCT spreadsheet is an OFM requirement for design and construction. Inputs include construction cost models (first cost), energy usage (ongoing operating costs) and replacement cycles (replacement costs) of alternatives are inputs into the LCCT tool. Outputs include energy use intensity, life cycle cost, and the societal cost of carbon due to the global warming.

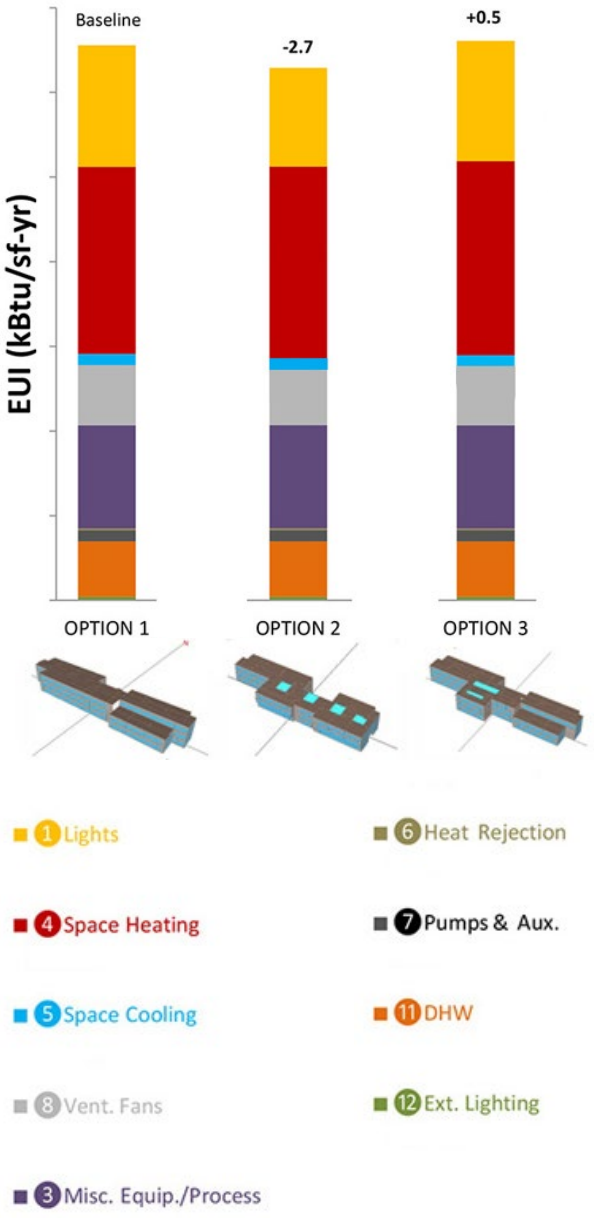
Mithun and our mechanical engineer, Glumac, created this dashboard to help Cascadia College and UW Bothell understand the life cycle cost impacts of alternative energy systems for their STEM 4 project. Changes to the system options on the left are reflected in the data shown on the right.

Planning level strategies such as solar orientation, massing, daylighting and mechanical systems are explored in the early stages of phase. Shoebox modelling supports the effort. Detailed analysis of alternative building materials and systems in terms of maintenance and replacement costs of is evaluated later in design.

Energy Life Cycle Cost Analysis (ELCCA)

The ELCCA is a DES Energy Program tool. It evaluates the life cycle costs of the building systems that impact energy use. It includes the thermal envelope as well as the mechanical and electrical systems that provide heating, cooling and lighting. We coordinate the ELCCA with the LCCT to maximize the effort.

Aligning Cost, Performance and Operations



Hazel Miller Hall

Edmonds College

The 76,250 sf facility provides labs, classrooms and faculty offices for STEM programs. The design-bid-build project is certified LEED Gold.

Documenting the owner's project requirements (OPR), prior to commencing design put the college's operation and maintenance goals at the forefront of design decision making.

We utilized computer modeling to evaluate building massing options and determine how to maximize daylighting and reduce heat gain. A three-story atrium was the most efficient in terms of energy use (EUI) and life cycle costs.

Alternate mechanical systems were modeled early in the process, providing the college to select an option that balanced initial and life cycle costs, high performance and ease of operation. The LCCT demonstrated that a familiar, code compliant system which met the college's OPR goals had lower initial costs and comparable life cycle costs to a more expensive, more complex system that did not meet their operating requirements.

Sustainable Design Experience

Experience & Approach

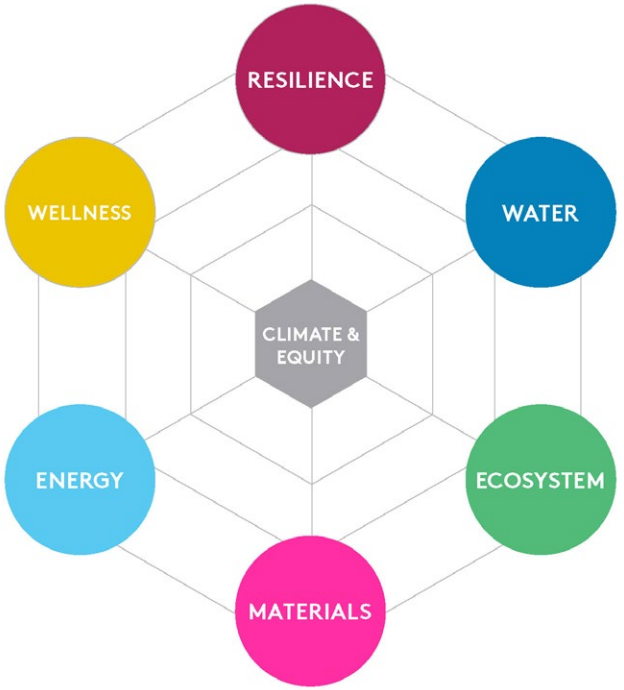
Goals & Values

Sustainable design is a core value of our firm. It is embedded in our day-to-day operations as well as our work with clients. Our goals include mitigating climate change, conserving habitat and resources, promoting health and wellness, and fostering social equity.

LEED

We have completed more than fifty LEED certified projects and have more than seventy LEED targeted projects in design or construction. These include eleven projects for Washington State's community and technical colleges

SBCTC Project	LEED	Yr
Library Building Renovation North Seattle College	Silver	2023
Learning Resource Center Everett Community College	Silver	2023
Health Sciences & Manufacturing Complex Shoreline Community College	Silver	2023
STEM 4 Cascadia College | UW Bothell	Gold	2022
Hazel Miller Hall Edmonds College	Gold	2020
John W. Walstrum Center Clover Park Technical College	Silver	2019
Allied Health & Early Childhood Center Peninsula College	Silver	2018
College Instruction Center Olympic College	Gold	2018
Health Sciences & Student Resources North Seattle College	Gold	2015
Opportunity Center North Seattle College	Gold	2012
Maier Hall Peninsula College	Gold	2011



Mithun's sustainable design framework aligns with the USGBC's LEED Version 4 scorecard

Sustainable Design Leadership

—We received the United States Green Building Council (USGBC) Leadership Award for our "ability to lead the green building industry by example."

—Our annual reports to the AIA 2030 Commitment demonstrate we reduced design energy use by more 70% for the last three years, amongst the top six firms in the nation.

—We have received six national AIA COTE Top Ten awards for sustainable design.

—We share our knowledge, making over 500 presentations on sustainable design including national conferences for AIA and Greenbuild.

Strategies for Your Project

Achieving LEED Silver or better certification depends on strategies that reduce global warming. Points in LEED Version 4 are heavily weighted towards energy and materials with the goal of eliminating fossil fuels for mechanical systems and in material production, delivery and installation of materials.

It aligns with the Tacoma Community College's strategic plan and sustainable initiatives, the City of Tacoma's climate action planning, and state policy. The state legislatures target a 25% reduction in greenhouse gas emissions by 2035. The Department of Ecology's targets a 40% reduction by 2035.

Achieving Client Goals

Climate & Energy
Using electric energy for mechanical systems takes advantage of the regional electrical grid to provide clean, renewable energy and reduce carbon footprint.

A high performance building envelope is the most cost-effective way to conserve energy. It reduces thermal loads, allowing for a smaller, more efficient mechanical plant. It creates a win-win for reducing the total cost of ownership.

Materials
Embodied carbon in materials account for the majority of a building's carbon footprint.

Strategies we will explore with you:

— Select materials and products in terms of the four stages of a building's "cradle to grave" life cycle: production, construction, use and end of life.

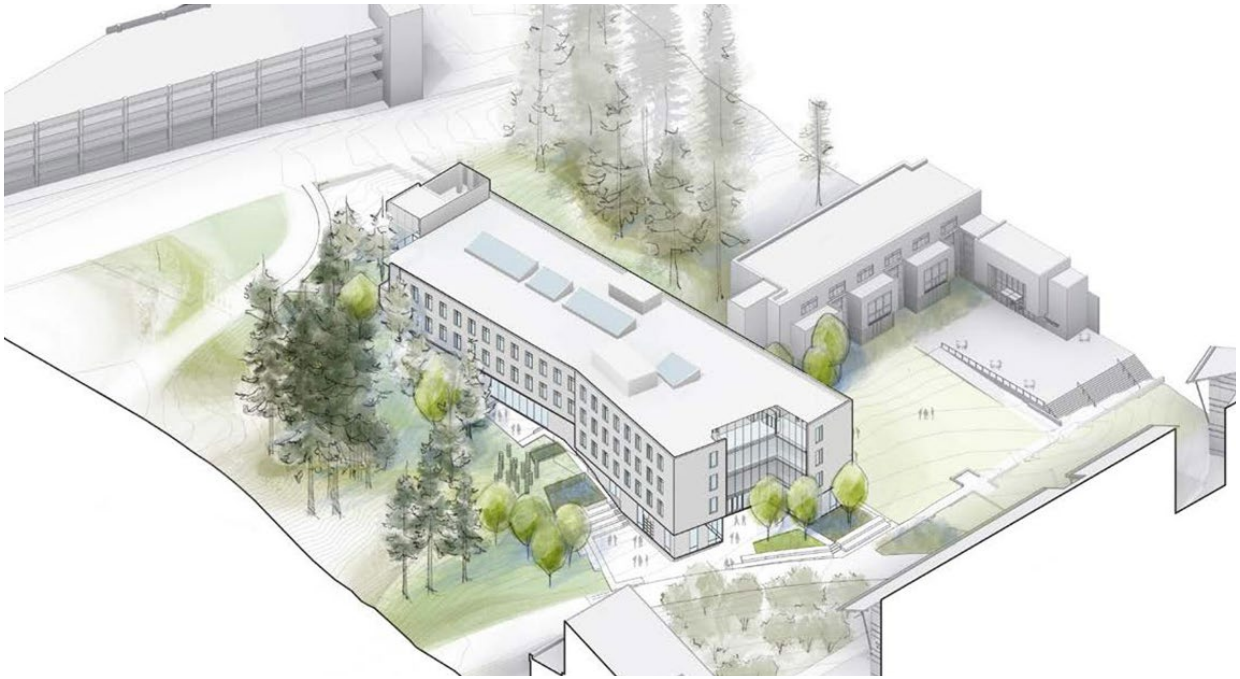
— Target products that are made with clean, renewable energy.

— Identify materials that are bio-based, rapidly renewable or made from recycled material.

— Source wood products from sustainably harvested forests.

— Consider the potential for materials to return to the supply chain at the end of their life.

Integrated Approach To Site Design
Our integrated team of architects and landscape architects will explore creative site design which maximizes use of open space and considers TCC's culture, history and ecology and connecting with the college's overall campus plan.



STEM 4

Cascadia College | UW Bothell

Recognizing the new building would have a significant visual and ecological impact to the forested hillside at the Bothell campus, the STEM 4 design team developed strategies for sensitive site development with the intent of improving the health of the forest while also maximizing the educational opportunities:

Protect the community: Many of the trees are part of an interconnected grove, and impact to one can lead to an impact to all. Recognizing this, the design team placed special emphasis on mapping communities of trees and testing building locations that optimized protecting groves.

Restore ecological function: The existing hillside is largely trees and an understory of invasive plants. The design introduces standing snags, nurse logs and native understory in key restoration areas to introduce more habitat and function back to the forest.

Look to the future: With climate change impacting the health of our landscapes, the design team developed a plant palette with climate adapted plants—those that are accustomed to hot, drier summers and wetter winters or show a higher tolerance for disease. This will create educational opportunities and ensure the health for the forest's future.

Diverse Business Inclusion Strategies

Diverse Business Inclusion Strategies

Outreach
We regularly engage with the diverse business community and build relationships at business opportunity workshops, minority business enterprise seminars, trade fairs and procurement conferences. We also make connections through our work on private non-profit and public boards such as the Capital Project Advisory Review Board (CPARB) where partner Walter Schacht served as co-chair of the Business Equity/Diverse Business Inclusion Committee that develops policies to increase participation in public works.

Identifying Opportunities and Partners
We select consultants with a focus on diverse business inclusion. For this project there are multiple opportunities:

Civil	Specifications
Structural	Traffic
Mechanical	ADA
Electrical	LEED

We work with the college's and DES' diversity program managers and OMWBE to identify certified firms to participate in the project.

Unbundling
In order to increase opportunities and provide mentoring for small firms with specialized skills we work with established consultant firms to unbundle their service packages. We have increased participation for certified businesses by unbundling contracts for civil, structural and mechanical services.

Diverse business inclusion on STEM 4 exceeds the University of Washington's goals, achieving 25% participation

Supporting Diverse Businesses
We are committed to the success of our partners.

—We clarify the number and frequency of coordination meetings and drawing exchanges with the design team.

—We set agendas for owner and design team meetings so the consultant can come prepared.

—We emphasize quality control and the need for clear and concise bid documents.

Bid Packages
Alternative project delivery provides opportunities to increase participation. In these cases we support the general contractor's efforts to engage certified firms and ensure that bid packages are documented to maximize participation.

Education and Reporting
Our firm leaders communicate your goals and outreach plan to our staff making them aware of the importance of identifying certified OMWBE firms to join our teams. Project manager JC Letourneau oversees our B2GNow reporting to ensure alignment with the state's goals.

Federal Form 330 - Part II

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any): 2021-260

PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (OR BRANCH OFFICE) NAME	3. YEAR ESTABLISHED	4. DUNS NUMBER
Mithun, Inc.	1949	080900699

2b. STREET	5. OWNERSHIP
Pier 56, 1201 Alaskan Way, Suite 200	a. TYPE: Corporation

2c. CITY	2d. STATE	2e. ZIP CODE	b. SMALL BUSINESS STATUS
Seattle	WA	98101	None

6a. POINT OF CONTACT NAME AND TITLE	7. NAME OF FIRM (If block 2a. is a branch office)
Walter Schacht, Partner	

6b. TELEPHONE NUMBER	6c. E-MAIL ADDRESS
(206) 971-5603	walters@mithun.com

8a. FORMER FIRM NAME(S) (If any)	8b. YR ESTABLISHED	8c. DUNS NUMBER
Wilson & Mithun, 1949; Mithun & Nesland, 1954; Mithun, Ridenour & Cochran, 1958; The Mithun Associates, 1960; Mithun Bowman Emrich Group, 1983; Mithun Partners, Inc., 1988		

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
06	Architect	117	80
37	Interior Designer	17	15
39	Landscape Architect	20	15
47	Planner: Urban/Regional	5	4
02	Administrative	20	18
Total		179	132

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)*
008	Auditoriums and Theaters	2
027	Dining Halls/Kitchens/Food Service	4
029	Educational Facilities; Classrooms	5
039	Garages; Vehicle Maintenance;	3
047	Historical Preservation	2
058	Laboratories: Medical Research Fac.	4
060	Libraries; Museums; Galleries	4
072	Office Buildings; Industrial Parks	5
078	Planning (Community, Regional, etc.)	6
079	Master/Site Planning	5
088	Recreation Specialist	1
100	Sustainable Design	8
117	Zoning; Land Use Studies	2
030	Gyms, Stadiums, Field Houses	2
050	Housing/Group Homes	5
069	Modular Systems Design; Pre-Fab Design	1

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

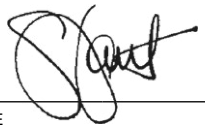
(Insert revenue index number shown at right)

a. Federal Work	1
b. Non-Federal Work	9
c. Total Work	9

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	b. DATE
	October 1, 2021

c. NAME AND TITLE

Walter Schacht, Design Partner

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