



SNOHOMISH READINESS CENTER ADDITION / ALTERATION

DES Project No. 2022-562



**WASHINGTON MILITARY DEPARTMENT AND
DEPARTMENT OF ENTERPRISE SERVICES**

Statement of Qualifications

MARCH 16, 2022

March 16, 2022

Ms. Suzanne Gilbert

Department of Enterprise Services
Engineering & Architectural Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Statement of Qualifications

Snohomish Readiness Center Addition / Alteration
Washington Military Department
Project No. 2022-562

Dear Ms. Gilbert and Members of the Selection Committee:

I am delighted by the Washington Military Department's success in securing MILCON and state supplemental funding to expand its capital investment in the Snohomish Readiness Center. The 11,600 sf project envisioned by the RFQ will bring tangible benefits to its housed units, its soldiers, and the community. Effective solutions for the facility's many deficiencies will require a thorough and comprehensive technical approach driven by knowledge, talent, and tenacity. With full funding dependent on having the builder under contract by September 20, the Washington Military Department cannot afford the time to educate its A/E team in the intricacies of NGB, DoD, and WMD requirements; the construction and condition of the building itself; and the subtle ways in which federal funding impacts State of Washington project delivery requirements.

Schreiber Starling Whitehead Architects offers the Washington Military Department four qualities essential to meeting WMD's immediate time pressure and assuring that the Snohomish Readiness Center will meet the operational needs of the 176th Engineer Company (Vertical):

1. Immediate and sufficient capacity (see page 12 of this SOQ for additional information).
2. Thorough and expert understanding of the requirements and standards contained in all NGB regulations, UFC criteria, and DoD regulations pertaining to readiness centers.
3. Proven ability to craft exceptional readiness centers within the funding constraints of the 1390/1391.
4. Depth of understanding of the Snohomish Readiness Center facility through our prior work on its toilet/shower rooms and staff kitchen in 2015-2016.

Our expertise comes from 34 years of near-continuous experience in the planning and design of projects for the Army and Air Force National Guard, beginning with our first project for the Washington Military Department in 1987. We meet our commitments and deliver on our promises. We are a team player, applying planning expertise, creative design, and technical skill when and where they will be most effective. Thank you for considering us to be part of your team.

Respectfully,



Ross Whitehead, AIA, Principal



STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

*1500 Jefferson St. SE, Olympia, WA 98501
 PO Box 41476, Olympia, WA 98504-1476*

Designated Point of Contact for Statement of Qualifications

Point of Contact Name and Title	Ross Whitehead, Principal		
Firm Name	Schreiber Starling Whitehead Architects P.S.		
Address	901 Fifth Avenue, Suite 3100		
City	Seattle	State WA	Zip 98164
Telephone	206-498-9960	Email	whitehead@sswarchitects.com

Addresses of multiple office locations of firm (if applicable)

Address	N.A.	
City		Phone
Address		
City		Phone
Address		
City		Phone
Address		
City		Phone

Diverse Business Certifications (if 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)

COVID-19 Vaccine Requirements

21-14.1 - Proclamation by the Governor

Consultant confirms they have reviewed and understands the requirements of the Governors 21-14.1 COVID-19 Vaccine proclamation. <https://www.governor.wa.gov/sites/default/files/proclamations/21-14.1%20-%20COVID-19%20Vax%20Washington%20Amendment.pdf>

Confirm reviewed and understand

Consultant has completed and attached COVID-19 Vaccine Verification Declaration form dated September 17, 2021 to this document.

<https://www.des.wa.gov/sites/default/files/public/documents/Facilities/EAS/Forms/PW->

[Contractor_COVID19-VacVerificationDecCert_9-17-2021.pdf?&=3541a](https://www.des.wa.gov/sites/default/files/public/documents/Facilities/EAS/Forms/PW-Contractor_COVID19-VacVerificationDecCert_9-17-2021.pdf?&=3541a) . Failure to attach COVID-19 Vaccine Verification Declaration will result in disqualifying submittal.

Declaration form completed and attached.



**PROCLAMATION BY THE GOVERNOR
21-14.1- COVID-19 VACCINATION REQUIREMENT**

**COVID-19 VACCINATION VERIFICATION DECLARATION FORM
AGENCY AGREEMENTS AND PUBLIC WORKS CONTRACTS**

Contract No.:	<u>2022 – 562</u>
Project Name:	<u>Snohomish Readiness Center Addition / Alteration</u>
Consultant or Contractor Name:	<u>Schreiber Starling Whitehead Architects</u> (Type/print full legal name of Consultant or Contractor Firm)

To reduce the spread of COVID-19, Washington state Governor Jay Inslee, pursuant to emergency powers authorized in [RCW 43.06.220](#), issued [Proclamation 21-14 – COVID-19 Vaccination Requirement](#) (dated August 9, 2021), as amended by [Proclamation 21-14.1 – COVID-19 Vaccination Requirement](#) (dated August 20, 2021) and as may be amended thereafter. The Proclamation requires consultants or contractors who provide goods and services or perform public works with a Washington state agency to ensure that their personnel (including subconsultants and subcontractors) who perform contract activities on-site comply with the COVID-19 vaccination requirements, unless exempted as prescribed by the Proclamation.

I hereby certify, on behalf of the consultant or contractor identified above, as follows (check one):

- CONSULTANT OR CONTRACTOR HAS IMPLEMENTED A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN THAT COMPLIES WITH THE VACCINATION REQUIREMENTS OUTLINED BY PROCLAMATION 21-14.1.**

The consultant or contractor:

- Has reviewed and understands the consultant’s or contractor’s obligations as set forth in [Proclamation 21-14 – COVID-19 Vaccination Requirement](#) (dated August 9, 2021), as amended by [Proclamation 21-14.1 – COVID-19 Vaccination Requirement](#) (dated August 20, 2021);
- Has implemented and agrees to update a COVID-19 Vaccination Verification Plan for its personnel that complies with Proclamation 21-14.1, and further:
 - Has required its subconsultants and subcontractors at every tier to develop, keep updated, and implement a COVID-19 Vaccination Verification Plan for their personnel, and has the subconsultant or subcontractor to prepare, submit and update (as necessary) a **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(S)** from each subconsultant and subcontractor at every tier for the contract-referenced above, and agrees to make said **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(S)** available for inspection upon the Agency’s request; **and/or**
 - Has obtained a copy or visually observed proof of full vaccination against COVID-19 for the consultant’s or contractor’s personnel and has required its subconsultants and

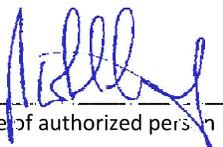
subcontractors at every tier to do the same for all individuals subject to the vaccination requirement in Proclamation 21-14.1;

- Complies with the requirements for granting disability and religious accommodations for the consultant's or contractor's personnel (including the personnel of subconsultants or subcontractors), who are subject to the vaccination requirement in Proclamation 21-14.1;
- Has operational procedures in place to ensure that any contract activities that occur in person and on-site at Owner/Agency premises will be performed by personnel who are fully vaccinated or properly exempted as required by Proclamation 21-14.1 (including the personnel of its subconsultants or subcontractors), except for those contract activities performed for a short period of time during a given day and where moments of close proximity to others on-site will be fleeting – e.g., a few minutes for deliveries;
- Has operational procedures in place to enable consultant's or contractor's personnel (including subconsultants and subcontractors) who perform contract activities on-site and at Agency premises to provide compliance documentation that such personnel remain in compliance with Proclamation 21-14.1 and all applicable health and safety regulations, standards guidelines, etc.;
- Agrees to provide copies of COVID-19 Vaccination Verification Plans and related records within 24 hours of the Owner/Agency's request, except as may be prohibited by law. The consultant or contractor further agrees to cooperate with any investigation or inquiry by the Owner/Agency pertaining to the compliance of the vaccination requirements as outlined by Proclamation 21-14.1.

OR

- CONSULTANT OR CONTRACTOR DOES NOT HAVE AND/OR CANNOT IMPLEMENT A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN.** The consultant or contractor does not have and/or cannot implement a current COVID-19 Contractor Vaccination Verification Plan, and the consultant or contractor is not able to develop or provide a COVID-19 Contractor Vaccination Verification Plan or documentation demonstrating its personnel meet the COVID-19 vaccination requirements as set forth in Proclamation 21-14.1 and provide the same to the Owner/Agency on or before October 18, 2021. [Note: Compliance with Proclamation 21-14.1 is mandatory for on-site contract activities performed by the personnel of consultants or contractors at every tier as prescribed by the Proclamation.]

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

By: 
Signature of authorized person

Ross Whitehead
Print Name of person making certifications

Title: Principal
Title of person signing certificate

Place: Seattle
Print city and state where signed

Date: March 16, 2022

Return this COVID-19 Vaccination Verification Certification to the assigned DES Project Manager.

EXECUTIVE SUMMARY

Introduction

Schreiber Starling Whitehead Architects is committed to improving our community. We do this by creating architecture that reflects our client's vision, respects the fabric of place, and celebrates the beauty of the Pacific Northwest. Our firm is highly service-oriented. We work throughout the State of Washington, providing our clients all manner of A/E services from capital planning to major new construction, renovations, and services related to ongoing maintenance and operations. With nearly all our clients we enjoy repeat selection. The Washington Military Department was our firm's first client, and we are extremely proud that it remains a client today.

Qualifications of Key Personnel

Ross Whitehead AIA - Principal-in-Charge: 30 years' experience, including four all-new readiness centers, substantial alterations, ADA upgrades, major and minor renovations, and asset preservation projects.

Monica Verastegui AIA - Project Manager: 10 years' experience. Monica will soon complete her Project Manager role for the Thurston County Readiness Center.

Brenda Misel - Project Architect: 20 years' experience in a wide variety of facility types, including National Guard and higher education projects.

Gary Braun AIA - Senior Technical Architect: 39 years' experience in technical design development and resolution, including additions and high-performance envelopes.

Relevant Experience

Schreiber Starling Whitehead Architects has been providing planning and design services for Washington State military facilities for 34 years. We are very familiar with the unique requirements of the National Guard. We have designed five new readiness centers, overseen minor improvements to six, and planned for an additional three (and soon a fourth). Our prior work includes the 2016-18 improvement of toilet/shower and staff kitchen facilities at the Snohomish Readiness Center.

Past Performance

The focus of our practice is entirely in the public sector, with over 90 percent of our work being for state agencies. From our office in downtown Seattle we have the commitment and tools to effectively deliver projects statewide, on sites as far-flung as Cheney, Bellingham, Vancouver, and Raymond. While the team we propose has designed and executed buildings with MACCs exceeding \$35 million, we cut our teeth solving precisely the issues faced at the Snohomish Readiness Center: designing effective classrooms and healthful work environments, assuring accessibility for all, improving envelope performance, enhancing security, replacing obsolete systems, strengthening structures, and keeping water at bay.

Life Cycle Cost Analysis / Sustainable Design Experience

With 90 percent of our work being for state agencies, all our major capital projects take life cycle costs into consideration during the pre-design and design phases. Our experience in LCCAs and ELCCAs includes use of OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT).

Our commitment to sustainability is exemplified by our body of work, which includes the state's first LEED Platinum higher education facility (Angst Hall at Skagit Valley College). SSW has led the design and construction administration efforts for 8 Silver, 5 Gold (including the 66th TAC RC), and 1 Platinum LEED-certified buildings.

Diverse Business Inclusion Strategies

SSW Architects is a Washington Small Business. Our team includes four small, two woman-owned, and one minority/woman-owned business enterprises. Cumulatively, we anticipate that at least 35 percent of the total design contract amount will benefit MBE and WBE businesses and 85 percent will benefit small businesses.



Snohomish Readiness Center Restroom and Kitchen Upgrades - This project included accessibility and gender equity upgrades, HVAC and plumbing systems improvements, and a complete kitchen remodel. From top, original showers used by both males and females within men's restroom; new men's showers; original staff kitchen; and remodeled staff kitchen.



66th TAC Readiness Center, JBLM.

INTRODUCTION

Founded in 1987, we are a team of sixteen thoughtful and motivated architects and planners, equipped with proven project delivery methods and supported by technically proficient consultants sharing our core values. As the focus of our practice is entirely in the public sector, we have developed an understanding of the unique project delivery requirements for municipal, state, and federal agencies. We work at all scales and offer a full range of architectural services including:

- Capital Funding Request Assistance
- Functional Programming
- Project Feasibility/Pre-Design Studies
- Master Planning
- Building Condition Evaluation
- Site Design
- Building Design
- Renovation
- Restoration (including restoration of historic properties)
- Adaptive Reuse
- Building Envelope Improvement (including roofing replacement)
- Interior Design

Our firm is highly service-oriented. Our first clients are still clients, and we enjoy repeat selection with nearly all our clients. Our process derives its strength through an inclusive and interactive partnership with the project stakeholders. We work hard to understand our clients and their needs, then translate their visions into innovative spaces shaped by light, materials, systems, and physical setting. We draw upon our significant breadth of experience, yet we remain open to alternate solutions. All our work consistently reflects our core values of simplicity, flexibility, and durability, which we consider the foundation of genuinely sustainable solutions. We deliver our projects on time and within budget.

QUALIFICATIONS OF KEY PERSONNEL

The experience, enthusiasm, and commitment of the individuals comprising Schreiber Starling Whitehead Architects are the most valuable resources that we offer our clients.

We pursue an integrated team approach to each project, where our role is that of key facilitator, planning and design leader, and advocate for project success. Our process recognizes that each member of the team brings individual knowledge and experience that when combined with the work of others produces a result far greater than the sum of each person's contribution. The resulting product reflects the shared wisdom, ideas, and talents of the entire team.

Our ability to effectively manage projects comes from the manner in which we structure our teams. Schreiber Starling Whitehead is founded on the core belief that consistent and genuine principal involvement is essential to building long-term relationships with our clients and assuring the most effective outcomes for their projects. Our clients see this belief in action on all services we provide, at all scales. Rather than being assigned to *projects*, our principals take responsibility for *clients* and will serve as principal-in-charge on all the client's projects. This principal directly oversees the work of the project manager and project architect, both selected for their understanding of the client and/or knowledge of the project type. We do not take on new projects without confirmation that we have the capacity necessary to serve our clients; labor is our primary asset and it is carefully managed to ensure its most effective and efficient utilization. This strategy explains our dependability. Also essential to our success is our commitment to maintaining the same individuals on our teams for the life of each project. Our clients and their contractors deserve to know their design team carries a complete knowledge of the project at any point within its execution.

The Snohomish Readiness Center Addition / Alteration project will be extraordinarily fast-paced. To complete successful bid documents and secure a contractor before the end of the federal fiscal year will require a team well-versed in readiness center design requirements and National Guard Bureau procedures, and skilled in rapid/effective communication and document production. The team we present responds to these attributes by:

- carrying forward key members from our recently completed Thurston County Readiness Center (*Ross Whitehead, Monica Verastegui, Craig Stauffer, Jake Muelink, Dean Koontz*);
- having direct and recent experience at the Snohomish Readiness Center (*Ross Whitehead, Monica Verastegui, Julian Dodge*);
- promoting coordination efficiencies by having all MEP work be performed by a single firm (*David Moore and Jake Meulink with Tres West*).

Our Snohomish Readiness Center Addition / Alteration team includes the following key individuals:

Ross Whitehead, AIA, Principal

Role: Principal-in-Charge (Time Commitment: 20%)

Atypical of practicing architects, Ross' early front-line experience as a contractor gives him a unique understanding of the regulatory, bidding, and construction process, and enables him to produce very biddable and constructible documents. His management experience includes capital planning, small and large renovations and additions, improvements and replacements of HVAC systems, and major new buildings. Ross' sense of humor is evident in his being one of three individuals responsible for design and construction of "The Fremont Troll," a now iconic ferrocement sculpture under Seattle's Aurora Bridge.

Ross' relevant project experience includes:

- **Bremerton Storage Building** - *Washington Military Department*
- **Kent Storage Building** - *WMD*
- **Thurston County Readiness Center** (*projected LEED Silver*) - *WMD*
- **Sedro Woolley FMS Addition** - *WMD*
- **Snohomish Readiness Center Restroom and Kitchen Upgrades** - *WMD*
- **Thurston County Readiness Center Pre-Design (2006/2013/2015)** - *WMD*
- **Pacific Tower Renovation** (*Nat'l Register of Historic Places*) - *Washington Department of Commerce*
- **Pierce County Readiness Center Design-Build Bridging Documents** - *WMD*
- **Simulator Building, Kent Readiness Center** - *WMD*
- **66th TAC Readiness Center** (*LEED Gold*) - *USPFO*
- **Bremerton Readiness Center** - *WMD*
- **Yakima Readiness Center** - *WMD*



ROSS WHITEHEAD

Education:

Master of Architecture
University of Washington, 1991

BS in Civil Engineering
Washington University, 1985

Registration:

Washington, 1999

Associations:

American Institute of Architects

US Green Building Council
(LEED Accredited Professional)

Design Build Institute of
America (Associate DBIA)



MONICA VERASTEGUI

Education:
Bachelor of Architecture w/ Minor in Psychology
University of Tennessee, 2008

Registration:
Washington, 2017

Monica Verastegui, AIA, LEED BD+C, Associate

Role: Project Manager (Time Commitment: 30%)

Monica brings to our team an unerring ability to maintain order and enforce design intent on complex projects with multiple stakeholders. She is highly adept at establishing in-depth understandings of client needs and aspirations, and responding with appropriate architectural solutions. Monica is closing out SSW Architect's work on the Thurston County Readiness Center in Tumwater, a \$35M facility serving the administrative and training needs of National Guard artillery units, and is on our planning team recently selected for the Joint Force Headquarters Readiness Center (Camp Murray) pre-design. Through her prior work as Project Architect at the Snohomish Readiness Center, Monica has demonstrated her creativity in modifying existing National Guard facilities to support gender equity and universal accessibility.

Monica's relevant project experience includes:

- **Bremerton Storage Building** - *Washington Military Department*
- **Kent Storage Building** - *WMD*
- **Thurston County Readiness Center** - *WMD*
- **Snohomish Readiness Center Restroom and Kitchen Upgrades** - *WMD*



BRENDA MISEL

Education:
Bachelor of Art - Architecture
University of Washington, 1990

Brenda Misel

Role: Project Architect (Time Commitment: 100%)

Brenda offers strong team-building skills coupled with 20 years experience on public and private projects at many scales. She is particularly skilled in the early phases of major capital projects, from programming to conceptual design, when key decisions are made that set up projects for orderly technical resolution. Brenda served as Project Architect for our 2016-2019 design work at the Sedro Wooley FMS Addition project, and this month will complete her responsibilities as Project Architect on the \$25M Lake Washington Institute of Technology's Center for Design.

Brenda's representative experience includes:

- **Sedro Woolley FMS Addition** - *Washington Military Department Center for Design - Lake Washington Institute of Technology*
- **Technology Center Water Mitigation** - *Lake Washington Institute of Technology*
- **Automotive Technology Building Renovation and Expansion** - *South Seattle College*



GARY BRAUN

Education:
Bachelor of Architecture
Montana State University, 1981

Master of Architecture
Montana State University, 1981

Registration:
Washington, 1996

Gary Braun, AIA

Role: Senior Technical Architect (Time Commitment: 100%)

Gary's strength is assembling comprehensive construction documents and developing technical solutions that are both readily constructible and responsive to the project budget. Key to the success of fast-paced projects such as the Snohomish Readiness Center, he excels at producing streamlined documents (drawings and specifications) that clearly communicate the work without overkill. Gary's experience encompasses all aspects of the renovation and expansion of existing structures, including accessibility improvements and creation of high-performance building envelopes within historic settings. Almost all his renovation projects have been accomplished in multiple phases to allow portions of the facility to remain functional.

Gary's representative experience includes:

- **Center for Design** - *Lake Washington Institute of Technology*
- **Barge Hall Envelope** - *Central Washington University*
- **Casey Eye Institute - Elk Children's Eye Clinic Addition** - *Oregon Health & Sciences University*
- **Block 38** - *Vulcan Development*

Supporting Consultants

Developing fully functional projects that integrate well with existing facilities requires an extensive team effort. To assure successful results for the Snohomish Readiness Center, we will include on our team appropriate specialty consultants sharing our client-focused service ethos. Our consulting team has been assembled with the goal of enhanced diverse business inclusion, a subject given further attention on page 8.

PCS Structural Solutions

Craig Stauffer, PE, SE

Role: Lead Structural Engineer

PCS Structural Solutions, founded 57 years ago, is a single discipline structural engineering firm with a focused expertise on structural engineering for buildings. Their staff averages over 14 years tenure with the firm, and 80 percent of their engineers are professionally licensed structural engineers. PCS Structural Solutions has a broad base of experience in the structural design of readiness centers and other essential facilities, including design for blast and progressive collapse.

Craig joined PCS Structural Solutions after obtaining his master's degree from the University of Wyoming in 1992, and became president of the firm in 2007. He continues to successfully manage the firm's public projects, including the Bremerton, 66th TAC, and Thurston County readiness centers while teamed with SSW Architects. Excellent technical skills in structural analysis along with degrees in architecture/engineering give Craig the tools to tastefully integrate structural design realities within the complex challenges of essential and blast-rated facilities.



Tres West Engineers - M/WBE / DBE / WSB

David Moore, PE, LEED BD+C

Role: Lead Mechanical Engineer

Jake Meulink, LEED BD+C

Role: Lead Electrical Engineer

Tres West is a minority woman-owned small business based in Tacoma. Tres West engineers understand their forward impact as they create effective training environments for the National Guard. As an MEP firm, sustainability is the heartbeat of Tres West's designs. Their team maintains top-notch proficiency through individual certifications, continual learning, and by integrating only proven sustainable technologies to ensure efficient and responsible designs. Focused on their clients' missions, you can depend on Tres West's solid reputation and exceptional performance in mechanical and electrical engineering.

A principal and partner at Tres West, David has extensive mechanical engineering experience in energy analysis, plumbing and HVAC systems design, and piping and hydronic systems analysis. David specializes in energy management systems as well as sustainable system design. As a principal, David oversees the firm's mechanical projects to ensure accuracy and efficiency and to keep projects within the proposed budget. David's vast knowledge of mechanical systems creates a solid foundation to allow Tres West to design facilities that are both energy efficient and easy to maintain.

Jake has 13 years in the electrical consulting industry, starting with high-voltage distribution design and moving into low-voltage consulting. He takes pride in making his presence felt early and often everywhere he works, and is passionate about providing end-users electrical systems that meet their needs and provide future flexibility. Jake obtained his professional license in 2014 and recently supplemented it with an RCDD certification. Jake has embraced Revit as a design tool and has extensive experience working with contractors to solve the major obstacles that often come with the design of unique projects.





Reid Middleton
Julian Dodge, PE

Role: Lead Civil Engineer

Since 1953, Reid Middleton, Inc., has been providing civil and structural engineering, planning and permitting, and surveying services to federal/state military, public, and private sector clients throughout the Pacific Northwest, Alaska, and California. Specialties include military, aviation, public works, commercial, industrial, institutional, and waterfront design and management. Reid Middleton has completed over 293 federal/military projects and more than 139 state/institutional projects. Their 70+ employees create sustainable solutions for the firm's clients.

Julian is a civil engineer with 39 years of experience managing site development and utility projects for the Department of Defense, state agencies, private organizations, and municipalities. His work includes new site design and infrastructure redevelopment, planning and feasibility studies, and construction administration. Julian was the Project Manager for two recent parking improvement projects at the Snohomish Readiness Center:



HBB Landscape Architecture - WBE, WSB
Dean Koonts, ASLA

Role: Lead Landscape Architect

Over the past 30 years HBB has provided landscape architecture design for institutional clients throughout western Washington. Their services include planning, site design, and construction oversight. HBB's public project experience assures their designs integrate community character, public safety, long-term maintenance, and low-impact development features. HBB provided the landscape design on SSW Architects' Thurston County Readiness Center.

Dean has twenty years of experience in urban design, planning, and landscape architecture. With an interest in creating spaces designed for people, his built work has focused on public infrastructure, civic open spaces, and sustainable design. His contributions to the profession and community include numerous urban design articles, lectures, and presentations. His extensive training in crime prevention through environmental design brings our team technical expertise needed for developing landscapes in secure, public environments.



DCW Cost Management - WBE, WSB
Trish Drew, CPE, LEED AP

Role: Independent Cost Estimating

DCW Cost Management is an independent third-party cost consultancy with offices in Seattle and Portland. Because they are embedded in the regional construction community, DCW deliver costs that are reflective of the market and are detailed using a clear, efficient construction development perspective. Services include early cost advice for informed decision making and continue through design development to provide an accurate, holistic perspective on cost. DCW has a proven track record of providing accurate cost planning and cost control services. Typically, their cost estimates fall within 5 percent of the low bid amounts on projects and often within 3 percent of the bid.

Trish brings over 30 years of construction industry experience to our team, with over 20 years in construction management. Her active participation on design teams results in achieving optimal design-to-budget results. Beginning at the programmatic level, Trish works with the team to provide "live" budgetary feedback on design concepts, thus significantly reducing redesign. She has a thorough working knowledge of labor efficiencies, market fluctuations, project budgeting, competitive estimating, and contract negotiation.

DIVERSE BUSINESSES INCLUSION STRATEGIES

Schreiber Starling Whitehead assists our clients in meeting their diverse business participation goals. We understand the intrinsic value of project teams that truly represent the diverse voices of our society, and the benefits gained when those voices are empowered. We have collaborated with diverse business enterprises since our inception in 1987, and our project teams are well-versed in each others' processes and do not require the team-building efforts too often seen as an inhibitor to diversity. As a start, from our own perspective as a certified small business, we engage other small businesses on nearly all of our projects. We have developed strong long-term relationships with minority-, women-, and veteran-owned business enterprises and this is reflected in the team we propose. When selected for the Snohomish Readiness Center Addition / Alternation project we will work with you to fine-tune the composition of this team to assure it meets your diverse business inclusion objectives. We also value diversity in our office, as evidenced by our current staff makeup:

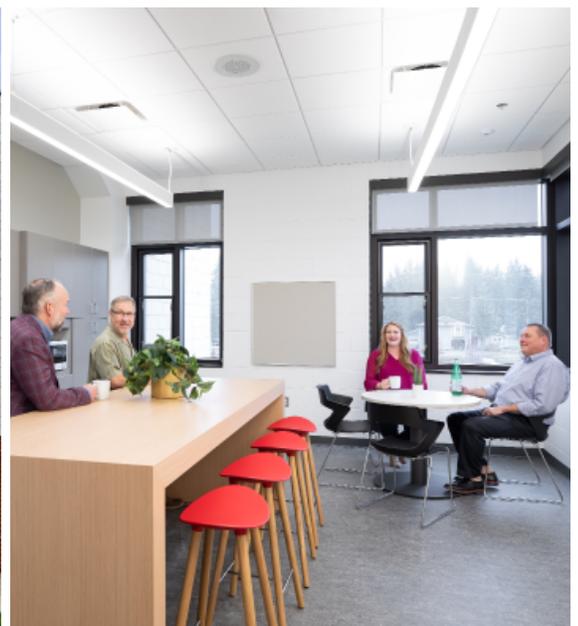
- We are 25 percent woman-owned
- Women make up 50 percent of our staff
- 24 percent of our staff represent minority populations

We aim to exceed the 10 percent MBE, 6 percent WBE, 5 percent veteran-owned business, and 5 percent Washington Small Business goals established by DES for this project. Despite past successes we will not rest on our laurels until diversity becomes quotidian. We actively employ our Diverse Businesses Inclusion Plan to maintain existing relationships and develop new partners. Several features of our Plan are instrumental to its success:

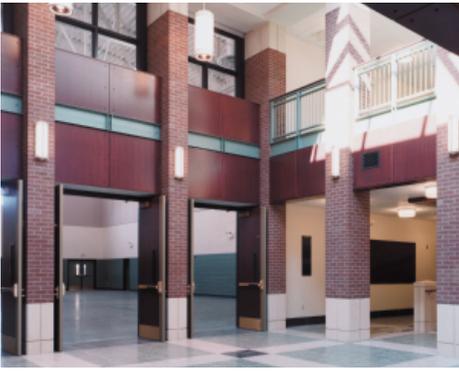
We actively employ our Diverse Businesses Inclusion Plan both to maintain existing relationships and develop new partners. Several features of our Plan are instrumental to its success:

- Assembling marketing materials within the relatively short time period available between the release of RFQs and submittal deadlines can be very difficult for historically underrepresented businesses. We maintain a list of viable diverse business consultants and pre-qualify them as appropriate for the types of projects we pursue. We track upcoming opportunities and reach out to those pre-qualified firms we see as a good fit *prior* to the release of project RFQs to assure they have the time to appropriately and effectively respond.
- As specialists in public sector projects, we help our diverse business consultants that are new to public work to understand the delivery processes that make the project sector unique. We provide assistance in completing the forms and other paperwork required in public contracting.
- Cash flow is extraordinarily important to business success. We promptly invoice consultant work and *always* pay within five days of being paid by our clients.
- We are visible to prospective consultants through participation in networking events, educational programs, and business organizations catering to the interests of diverse businesses. We provide information on our firm and work to generate interest in the diverse business consulting community.

We confirm all registrations through the OWMBE and Department of Veteran Affairs online databases of registered firms and report our progress on every state project through B2Gnow.



Inclusivity plays a critical role in the design of readiness centers, which perform both military and community functions. The design of the Thurston County Readiness Center provided a welcoming yet secure environment, supported by furnishings chosen to support active use and collaboration.



Five readiness centers designed by SSW Architects, with five unique responses to project conditions.

PAST PERFORMANCE

To successfully operate a small design firm with statewide reach, and to effectively serve our clients wherever their facilities may be, requires a compelling governing philosophy and clear methods for administering project tasks. From our 34 years' serving public agencies, including the Washington Military Department, we have gained experience directly relevant to the Snohomish Readiness Center Addition / Alteration project, as expressed through the following general approaches to specific project elements, task descriptions, and quality control procedures:

Project Philosophy

No matter the scale, a successful public project is best achieved through a dynamic and inclusive process. This process identifies and meets the goals, needs, and aspirations of the building users while respecting its context and enhancing the environment. It is a dynamic process in that it evolves as the project evolves, and inclusive in that all interested parties are encouraged to participate. We view our primary role in this process as that of facilitator.

We also recognize that in the public project environment, the number of individuals and groups having a stake in the successful outcome can be quite large. Schreiber Starling Whitehead Architects is experienced in working with committees, building users, O&M staff, administrators, and the larger public. To assure that all stakeholders are involved, we employ an open, interactive team approach. As with our expectations for the A/E team, our philosophy recognizes that each stakeholder brings to the project individual knowledge and experience which combines to produce results far greater than the sum of individual contributions. Strong leadership, open communication skills, and recognition of the tensions inherent in this process provide us the ability to guide the core committee toward the owner's goals for the project. Assisting the group in sorting priorities and incorporating various agendas to reach a consensus is handled in a creative and thorough manner.

In addition to our technical knowledge and experience, we bring an attitude of openness to each project. It is our first and continuing task as designers to listen to, and be receptive to, the wealth of ideas that stakeholders bring to each project. We know some of those ideas are clear and ready for development. We also understand that others may need a supportive forum, a well-run meeting, or a fast and accurate technical response to take shape and be ready for use. That is at the heart of our philosophy and approach—a supportive open-minded process backed by experience and technical knowledge.

Design Approach

Schreiber Starling Whitehead Architects bases our design process first on the conviction that quality design lies in creating spaces that integrate into their surroundings, producing an architectural space that is in harmony with the environment and context in which it is built. The appearance of our projects becomes as varied as their function and location, and our only style is the expression of use and user vision—not of changing fashion. Second, as specialists in the public sector, we believe modesty, resiliency, durability, and operational simplicity are essential characteristics of facilities paid for through taxpayer dollars.

During the earliest phase of design we have the ability to achieve the most significant positive impacts on the project. The most important initial task for the design team is to verify that the perceived needs identified during the predesign study are actual needs, and that the highest priority elements are achievable within the budget. We will meet with project stakeholders to re-assess the validity of the predesign conclusions, establish overarching project goals, confirm the budget, collect available facts not already in our possession (surveys, record documents, etc.), and finally agree on a course of action. We will document our progress to use as a

benchmark for all subsequent decisions. Armed with project goals and measures of success, we will explore possible synergies as well as obtain early jurisdictional input to synthesize a conceptual design response to the project.

Our General Approach to Readiness Center Projects

The design of readiness centers is foremost defined by Design Guides 415-1 and 415-5 and National Guard Pamphlet 415-12 and is highly prescriptive in nature. When approaching any modifications to an existing readiness center, the guidance provided by these core documents must be thoroughly understood so that new elements support the fundamental purpose and flow of the facility, and that they are eligible to the maximum extent for federal reimbursement. We bring to the Snohomish Readiness Center Addition / Alteration project expertise in the Design Guides and associated National Guard Regulations, National Guard Pamphlets, DoD Instructions, Army Regulations, Unified Facility Criteria, and other technical requirements through our prior readiness center work, and will apply this knowledge to assure improvements to the building will first and foremost support unit readiness and be fully eligible for shared federal-state funding.

That is not to say the application of these prescriptive standards does not demand a high degree of creativity to achieve genuinely successful solutions. The individual soldier is the ultimate inspiration for our approach to the design of readiness centers. Establishing the proximity between key functions, how to efficiently gather gear, where to wait for transport, what features make training more effective - these all receive our attention and are critical to the success of the facility.

Existing Conditions and Work in Active Facilities

This project will be executed in an existing structure on a constricted site. The risks anticipated on any project involving existing facilities include hidden conditions, hazardous materials, inaccurate record documents, and poor past work. Our approach to mitigating these risks is to first ensure that the project is led by senior personnel who have extensive experience in remodels/renovations. We will then visually observe existing conditions and engage facilities personnel to more fully understand existing operational characteristics and review available documentation. Under some circumstances we will recommend additional analysis and testing.

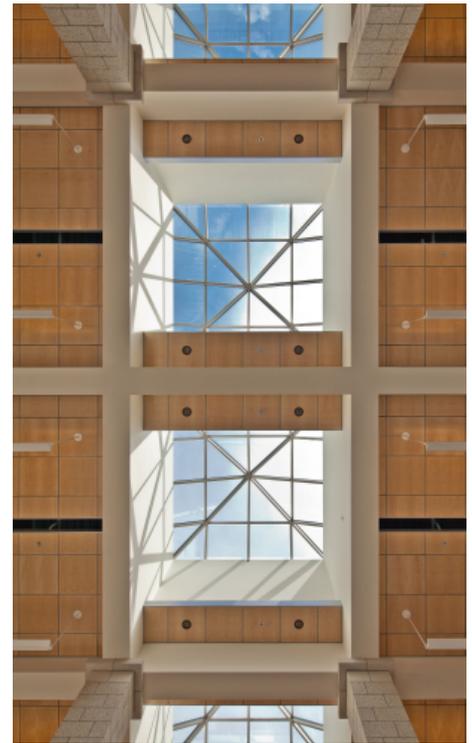
The 176th Engineer Company (Vertical) will likely benefit from some elements of its facility remaining in operation during construction. Our approach to planning for construction in occupied buildings starts by identifying negative impacts such as noise, dust, utility interruption and relocation, and by establishing mitigation controls within the contract documents to eliminate or reduce the effect on occupants and operations. These include items such as full-containment barriers, pedestrian re-routes, zero-VOC paint, etc. We will meet with the WMD to review the use of techniques such as off-hours/weekend construction, utility by-passes, temporary air filtration, and other similar tools to ensure concurrent occupancy is not compromised by the various projects. We embed into the construction documents critical public safety/security measures instead of relying solely on contractor means and methods.

Design Documentation

From approved concepts, we will prepare contract documents at a level of detail appropriate for public bid. For work in existing structures we find it useful and efficient to embed photographs of existing conditions into the construction documents to assure bidders fully understand the context and can bid with confidence.

Permitting Agencies

Specializing in public sector work and having successfully completed renovation projects throughout the state, we have proven our ability to develop the documentation necessary to meet local permit requirements. Based on our prior experience, the City of Snohomish Planning and Development Services (PDS)



66th TAC Readiness Center: Knowledge of National Guard Bureau materials allowances allowed SSW to specify wood panels and trim throughout the facility.



Training spaces at Bremerton Readiness Center (top) and Thurston County Readiness Center (all others) feature flexible furnishings and A/V integration.

has a supportive and streamlined permitting process. That said, we expect the ongoing pandemic will lengthen the approval process, and we believe stormwater management issues associated with the proposed addition and WMD's parcel vacation effect will result in greater scrutiny of permit documents than typical. To ensure as timely an approval process as possible, we will work closely with PDS and other authorities having jurisdiction and develop the permit submittal such that intake occurs as early as possible and with the greatest likelihood of approval.

As we learned with WMD's Bremerton Storage Building project, currently underway, when construction funding is on the line DES will tolerate contract execution ahead of permit release. Under this circumstance it is critical the bid documents clearly identify what the contractor should expect with respect to permit issuance.

We realize the critical nature of early building code interpretation as it relates to improvements to existing facilities. Were PDS to declare the intended work to constitute (as defined by the International Building Code) a *substantial alteration*, it may require dollars be spent that would otherwise be available for uses more important to the National Guard. Earlier engagement of the city is critical to managing the risks of substantial alteration.

The historic nature of the Snohomish RC assures SHPO and DAHP will maintain an interest in the project, which will involve processes with which we are deeply familiar through similar issues we faced at the Department of Commerce's Pacific Tower and the WWII-era community center formerly on the site of the Bremerton RC.

Bidding & Procurement

The keys to successful bidding are bid documents that are clear and well-coordinated, designs that are buildable, and an absence of any red flags that might trigger bid padding. We pride ourselves on producing biddable and buildable solutions that inspire bidder confidence and drive down costs. In our experience the more bids received, the more competitive the pricing will be. We provide support during the bidding phase performing not just the typical A/E duties but by actively reaching out to competent contractors who have demonstrated their ability to successfully construct public projects of a similar scope.

Construction Administration

We recognize that the construction phase is time-driven and fast-paced. Our approach to providing quality construction administration services begins with maintaining team continuity. By using the same individuals that performed the planning and design work, we bring to construction administration an understanding of the owner's project goals and the basis for design decisions. We are thus in an ideal position to effectively enforce compliance with the contract documents to assure project goals are met. Our staff are able to do this both proactively and quickly, identifying and resolving issues before they impact construction progress.

Cost Estimating

The goal of project cost management is to provide a fully functional facility within the budget parameters established by our clients. To accomplish this goal, we use a three-part budget management process.

The first part occurs early in design. The full project teams defines initial quantity and quality benchmarks and assigns target unit costs for all materials and systems. This process establishes clear expectations for each element of work while allowing a cushion for elements not yet on paper. We minimize design inflation by establishing responsibility for budget adherence to individual team members, ensuring subsequent work is measured against its effect on the budget.

The second part of our process occurs as details are generated and materials selected. The material, product, and systems options are measured against initial and life-cycle costs to provide maximum value. We use value engineering to assure the

project's overarching goals are achieved in a direct and effective manner.

Our final cost management task is the development of detailed estimates at project milestones. For most of our projects this work is performed by independent cost consultants with a deep understanding of local market conditions.

Quality Assurance

The foundation of our quality assurance/quality control program rests on assembling teams staffed with individuals experienced and qualified in the appropriate building type and size of project. As is expected of any A/E firm performing work with state agencies, our QA/QC processes have been formalized in our Quality Management Plan and are rigorously followed on all our projects. For document quality control, at each design milestone senior staff not involved in the project will employ our checklist-based QA/QC review system to identify inconsistencies and errors so that they may be corrected prior to final printing.

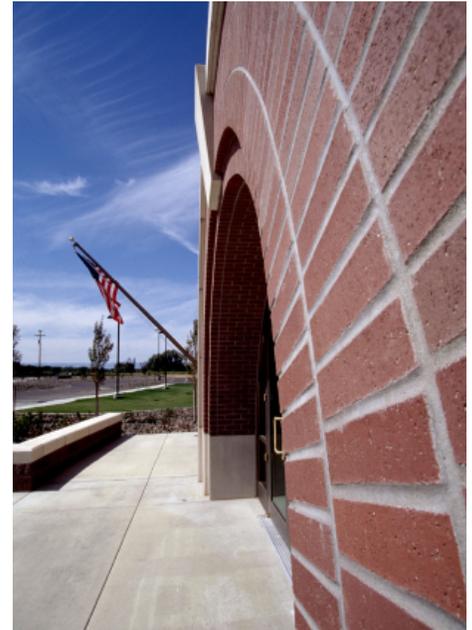
A good measure of the success of our quality control program is the low incidence of change orders encountered during construction caused by document errors or omissions. *We have averaged less than two percent changes attributed to errors and omissions on all projects completed.*

Scheduling

No issue is more critical to the success of the Snohomish Readiness Center Addition/Alteration than schedule. If the project team cannot deliver the project in time for a successful bid, then funding for this worthy project will be lost and the 176th Engineer Company (Vertical) will continue to operate from facilities that do not adequately support its soldiers training needs:

Schreiber Starling Whitehead Architects is currently working on three projects for the WMD (JFHQ Pre-Design, Kent Storage Building, and Bremerton Storage Building) and closing out a fourth (Thurston County Readiness Center). In all fairness we expect this will raise the question as to whether our capacity for additional work is sufficient, especially work in which the schedule is compressed and the stakes high. We believe taking on the Snohomish RC is in fact a unique opportunity with the potential for significant benefit to the WMD. First, the addition of this project would provide the scale necessary to allow our most senior staff (Ross Whitehead and Monica Verastegui) to work full-time on WMD projects, which will improve our focus and promote synergies and efficiencies. Second, this month our firm has completed a major educational facility leaving its highly collaborative and technically skilled team (Brenda Misel and Gary Braun) immediately available to begin work at Snohomish. Each member of our consultant team has similarly committed to achieving the four month design schedule with a high level of collaboration and performance.

Our history of meeting schedule milestones and staging the projects for on-time completion is one of the reasons that our clients select Schreiber Starling Whitehead Architects for repeat work. During design, we maintain vigilant project management through a task-based scheduling system to ensure that the overall project schedule is met or bettered. Each project task is identified and - this is critical for the schedule to be effective - assigned a reasonable duration. Throughout the design phases our management team meets weekly to assess progress, forecast possible shortfalls, and commit staff and team resources to meet the schedule milestones. During construction we regularly review the contractor's schedule and actual progress to assure its obligations are being met. If construction falls behind schedule, we require the contractor to document the cause(s) and present a mitigation strategy. Concurrently with the contractor's progress, we work with the WMD to assure any MILCON tails are procured in a timely manner. As an example, for the Thurston County Readiness Center we developed bid documents for building furnishings, and worked with our WMD project manager to schedule procurement and delivery.



From top: SSW Architects readiness centers at the Yakima Training Center, Yakima airport, Kitsap County Emergency Services campus (Bremerton), and JBLM (66th TAC).

SUSTAINABLE DESIGN EXPERIENCE

We realize that the most important challenge facing the architectural profession today is the design and construction of buildings that promote environmental and occupant health. The most sustainable thing any of us can do is to create successful, long-lasting buildings that embrace natural processes and require the least effort and cost to maintain. For our firm, it's not just about receiving the points; whether LEED, Net Zero, or any other sustainability measuring tool, sustainable design is at the core of our practice.

Common green features we incorporate in our designs include access to fresh air, connection to nature, daylighting, views and vistas, personal control/customization of workspaces, flexibility, low-cost comfort (thermal, olfactory, noise and vibrations, and ergonomic) and informal, shared amenities. Our site designs typically include drought-tolerant and native plantings, cut-off light fixtures, and electric vehicle charging stations. Our approach to sustainable design not only achieves reduced utility costs, but also contributes to improved productivity and well-being of the building's occupants and neighborhood.

LEED: Leadership in Energy and Environmental Design

Schreiber Starling Whitehead Architects has long been a member of the United States Green Building Council and we have several LEED-accredited professionals on our team to guide the design of our projects along LEED standards. Capital funding of public projects can never be characterized as plentiful, and it is frequently difficult to achieve mandated LEED certification levels. We are very proud of our ability to achieve and exceed sustainable building goals within available budgets. We also have direct experience in developing grant proposals and rebates for on-site energy generation. For Skagit Valley College's Angst Hall we wrote a grant application to OFM which resulted in receiving a \$360,000 grant for a 30-kw photovoltaic system. This system had sufficient impact for Angst Hall to be the first LEED Platinum-certified higher education facility in the state.

LIFE CYCLE COST ANALYSIS EXPERIENCE

The life cycle costs for a building may aptly be compared to an iceberg: the first costs (e.g. the visible portion of the iceberg) are often dwarfed by the costs of operating and maintaining the facility over its lifetime. SSW Architects, Tres West, and DCW each have direct and extensive experience providing life-cycle and energy life-cycle cost analyses for our projects, including use of OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT) processes.

As we explore design alternatives for the Snohomish Readiness Center, we will develop estimates of the total cost of the building, from initial construction through operation/maintenance. By comparing life cycle costs for various design configurations, we will explore trade-offs between low initial costs and long-term cost savings, identify the most cost-effective system for a given use, and determine how long it will take for a specific system to pay back its incremental cost. This information empowers the project team to objectively compare possible solutions and build consensus around a preferred solution.

Operations & Maintenance Cost Benchmarking

Getting on the same page early with regard to allocating construction costs is a key to moving design toward to an expeditious completion, and becomes critical when there is simply no time for re-designing. At the outset of the Snohomish Readiness Center project we will develop a "benchmark budget" with design and construction cost estimates based upon the 1390/91 and data from past projects. Moving forward we will work with WMD staff to also set an O&M benchmark using their historical operations and maintenance data from existing buildings for any components that apply to this project.

Comparative Analysis

During the Schematic Design (SD) and Design Development (DD) phases, the design team will make increasingly detailed decisions about the final design for the building, including mechanical, electrical, structural, telecommunications, and plumbing systems. During this period, the we will conduct a series of analyses comparing the total costs of various building system options.

Study Categories

The life cycle cost (LCC) comparisons we perform generally fall into six general categories, (1) energy systems, (2) mechanical systems, (3) electrical systems, (4) building envelope, (5), siting/massing, and (6) structural systems. Within each category, we identify common needs and base our comparisons on how well the options under consideration respond to each need. Specific systems or options considered will vary with the type, scale, and intended use of the building..



Angst Hall, Skagit Valley College. Sustainable features support active use, manage rainwater, collect natural power, and engage the outdoors

RELEVANT EXPERIENCE

In addition to our relevant projects illustrated throughout this Statement of Qualifications, projects on the following pages detail our additional experience with interior renovations/remodels, building envelope improvements, MEP system replacements, accessibility improvements, seismic upgrades, building additions, and National Guard readiness centers.

Snohomish Readiness Center Toilet/Kitchen Improvements

Client: Washington Military Department

Contact: N/A (Retired)

MACC Estimate: \$449,000; Final Cost: \$487,000



Snohomish Readiness Center entry with improved access to toilet/shower facilities (top) and men's toilet/shower room (bottom)

Relevance to Snohomish Readiness Center:

- **Direct experience with housed units and facility**

The drivers behind this project were threefold, (1) improvement of the kitchen, (2) addition of female shower facilities, and (3) ADA improvements for all toilet/shower facilities. Our response typified our firm's philosophy of engaging stakeholders early in design to discover overarching needs. Among the lessons learned from this process was that the housed units were undergoing a significant shift in male-female balance, and that a much more aggressive investment in female toilet/shower facilities was warranted to address this trend. Concurrently, our analysis of food service requirements revealed that even significant investment in the existing kitchen would be insufficient to free the units from relying on catered food for drill weekends. The resulting design reduced the scale of kitchen improvements and expanded the scope dedicated to toilets and showers. Work included thermal improvements to all exterior walls within the area of work, but did not include window replacements.

Because this project involved demolition and construction of interior walls, our team gained in-depth knowledge of the building's structural system. This familiarity would be of immediate benefit as the WMD undertakes its fast-paced next SRC project.

Anacortes Readiness Center Pre-Design

Client: Washington Military Department

Contact: Yelena Semenova (yelena.semenova@des.wa.gov / 360.507.1003)

MACC Estimate: \$5.4M; Final Cost: N/A (planning only)

Relevance to Snohomish Readiness Center:

- **Demonstrates rapid assessment of critical project issues with creative response.**
- **Similar scope.**

While limited to pre-design services only, our work at Anacortes illustrates our ability to rapidly and creatively respond under deadline pressures. Completed in six weeks, the pre-design identified facility deficiencies, quantified the work likely necessary for their resolution, and prioritized this work to fit within available funding. Similar to the Snohomish Readiness Center, Anacortes houses far more soldiers than it was designed to support, some functions are insufficient or simply absent, and it suffers from age-related design issues and systems deficiencies, all of which combine to make it difficult to support the technology-driven training of the modern soldier and general public access. Our pre-design proposed restoring some functions to the main facility, entirely replacing the restrooms, improving accessibility, and introducing an addition with three technology-rich classrooms and expanded unit storage space. Due to budget limitations we projected that the Assembly Hall and administrative wing could only receive peripheral improvements.

Anacortes differs from the Snohomish Readiness Center in significant ways which will influence the breadth of work possible at Snohomish. Specifically, the stepped nature of Anacortes produced ADA constraints difficult to resolve gracefully without significant intervention (a situation absent from Snohomish other than a minor step at the Assembly Hall). Further, WMD has already made significant investment in Snohomish through toilet/shower/kitchen upgrades, re-roofing, and sitework.



The Anacortes Readiness Center pre-design identified areas to receive significant renovation (purple) and a new classroom/storage wing (yellow). The Assembly Hall and administrative wing are depicted in white.

Thurston County Readiness Center

Client: Washington Military Department

Contact: Yelena Semenova (yelena.semenova@des.wa.gov / 360.507.1003)

MACC Estimate: \$38.1M; Final Cost: \$37.2M



Relevance to Snohomish Readiness Center:

- **Reflects current readiness center planning and design guidelines**
- **Contains similar functions**
- **LEED certification**
- **Understanding of federal/state design criteria and regulations**
- **Robust building envelope**
- **Efficient MEP systems**

This newly occupied readiness center represents our most recent effort to design an efficient, supportive, and easy-to-maintain environment serving both military and public access needs. It provides classrooms, offices, training environments, unit and personal equipment storage, fitness facilities, as well as a central assembly hall supported by a full institutional kitchen. It was designed to the latest force protection criteria including a blast-rated envelope, active shooter mitigation at first floor openings, and unobstrusive site stand-off devices.

The size of the building and its program functions housed were derived from National Guard Bureau facilities allowances (ref. NG PAM 145-12) which called for an 84,638 gsf readiness center facility. Home to the 2nd Battalion, 146th Field Artillery, the building layout optimizes circulation pathways, admits abundant daylight, and has an efficient VRF HVAC system. Permeable pavements and rain gardens effectively manage stormwater through infiltration without any need for a storm sewer system.

The TCRC is on track to receive LEED Silver certification.

In addition to the Thurston County Readiness Center, Schreiber Starling Whitehead Architects has had the good fortune to complete four additional new readiness centers for the WMD, at Yakima (2), Bremerton, and Joint Base Lewis McChord. Each of these facilities - ranging in size from 25,000 to 101,000 gsf - respond to the design criteria then in effect as well as local circumstance. All include pre-engineered metal support buildings and associated site development.



From top: Circulation areas feature abundant daylight, display cases, and fixed seating; personal equipment storage room includes gear cleaning area; seating is found throughout the building to serve on-hold occupants; the building site includes rain gardens for stormwater management



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901 FIFTH AVE ^{NO} 3100

SEATTLE, WA 98164

206-682-8300

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