SSW ARCHITECTS

SCHREIBER
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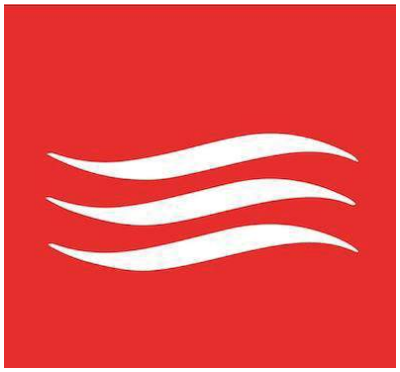


Olympic College
1600 Chester Avenue
Bremerton, WA 98337

INNOVATION AND TECHNOLOGY LEARNING CENTER

Project No. 2020-750

Statement of Qualifications

October 10, 2022

SSW ARCHITECTS

SCHREIBER
STARLING
WHITEHEAD

901 FIFTH AVE NO 3100
SEATTLE, WA 98164
206-682-8300
SSWARCHITECTS.COM

October 10, 2022

Ms. Yelena Semenova
Department of Enterprise Services
Engineering & Architectural Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Statement of Qualifications: Design Services for Innovation and Technology Learning Center
Olympic College
Project No. 2020-750

Dear Ms. Semenova and Other Members of the Selection Committee:

A tight schedule... a tight budget... a previously developed site... AND an active campus! These are tough challenges that present risks to Olympic College. We offer a team that has done this before, knows the pitfalls, and will give you straight and honest guidance that will assist campus leadership to make well-informed decisions that minimize impacts and maximize benefits. SSW Architects has deep knowledge of the SBCTC ecosystem. For over 33 years we have provided a full range of A/E services for clients throughout the state, with eighty percent of our work focused on higher education. We have served four Washington State universities and twenty-one community or technical colleges. Our body of work includes three completed and one in-process major capital projects for Olympic College.

Our planning and design philosophy is tailored to the needs of public agencies. We are pleased to offer a team with a combination of talent, skills, and experience in solving facilities needs for active learning communities. We believe above all that no matter the scale and budget, a successful project is realized through a dynamic and inclusive process. To ensure that all stakeholders are heard, and that we meet the project goals and guiding principles voiced in the RFQ and at the pre-submittal conference, we have tailored our team to represent not just academic facility design excellence but to best relate to the multi-faceted experiences of the campus community. It is our first and continuing task as designers to listen to, and be receptive to, the wealth of ideas that Olympic administrators, staff, faculty, and students will bring to the Innovation and Technology Learning Center.

We meet our commitments and deliver on our promises. You will find SSW Architects a genuine team player, applying planning expertise, talent, and technical skill when and where they will be most effective. Thank you for considering us to be part of your team.

Respectfully,

Mary Jo Lux, 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	Mary Jo Lux, AIA, 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	lux@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 . Failure to attach COVID-19 Vaccine Verification Declaration will result in disqualifying submittal.

☐ Declaration form completed and attached.

2224

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.:	2020-750
Project Name:	Innovation and Technology Learning Center for Olympic College
Consultant or Contractor Name:	Schreiber Starling Whitehead Architects, PS (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: _____ Ross M. Whitehead

Signature of authorized person — Print Name of person making certifications

Title: Principal — Place: Seattle, WA

Title of person signing certificate — Print city and state where signed

Date: October 10, 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 are proud of the fact that our first clients are still clients, and that with nearly all our clients we enjoy repeat selection.

Qualifications of Key Personnel

Mary Jo Lux, AIA - Principal-In-Charge: 25 years experience. Mary Jo's work on SBCTC facilities dates from 2005. Most recently she has led our Olympic College Shop Building Renovation project.

Ross Whitehead, AIA - Project Manager: 30 years experience. Ross' SBCTC experience began as a staff architect on our Olympic College Facilities Services Building project.

Rohit Eustace - Project Architect: Over 13 years experience in the planning, design, and construction administration of a wide range of public projects.

Brenda Misel - Project Designer: 32 years experience. Brenda brings to our team expansive knowledge of educational facility planning and design.

Relevant Experience

Our team brings experience in areas critical to delivering a successful Innovation and Technology Learning Center:

- Institution and On-Campus Experience: **Shop Building Renovation** - *Olympic College*
- Cybersecurity and STEM Education:
  - **Cybersecurity, Information and Communication Technology Workforce Education Building (Cyber I-WEB) Project Request Report** - *South Puget Sound Community College*
  - **Samuelson Hall STEM Center** - *Central Washington University*
- Maker Spaces:
  - **Samuelson Hall STEM Center** - *Central Washington University*
  - **Phyllis and Charles Self Learning Commons** - *Whatcom Community College*
- Expedited Permitting and Challenging Site:
  - **Pacific Tower Renovation and Health Education Center** - *WA Department of Commerce and Seattle Central College*
  - **Center for Allied Health Education** - *Bates Technical College*
  - **Seattle Maritime Academy** - *Seattle Central College*
  - **Thurston County Readiness Center** - *Washington Military Department*
- Incorporation of Specialized Digital Technology:
  - **ED Electronics & Robotics Lab** - *LWTech*

All the projects above promote active learning, research and innovation, faculty-student engagement, cross-displinary collaboration, inter-program synergies and community engagement through a mix of formal and informal learning environments of varying scales. They provide faculty and students the tools of our time with the flexibility to support emerging technologies.

Life-Cycle Cost Analysis Experience

With most of our work being for state agencies, all our major capital projects take life cycle costs into consideration from predesign through post-occupancy. Our experience in LCCAs and ELCCAs includes use of OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT). Our design philosphy values flexible spaces made from robust materials, MEP systems that are not just efficient but easy to maintain, and high-performance building envelopes, all of which contribute to low life-cycle costs.

Sustainable Design Experience / E.O. 18-01

Our commitment to sustainability is exemplified by our body of work, which includes the SBCTC's first LEED-certified facility (Lake Washington Institute of Technology's Corporate Education Center) and the state's first LEED Platinum higher education facility (Skagit Valley College's Laura Angst Hall). In addition to LEED, our recent projects all take into account the Net-Zero-ready goals of Governor's Executive Order 18-01.

Past Performance

Our first SBCTC project was Olympic College's Haselwood Library and Media Center, completed in 1999. We are respected for our thoughtful and effective design work, as evidenced by our having been selected for projects by 25 institutions of higher learning. Our completed projects range from small remodels to major new facilities with construction costs in excess of $45 million.

INTRODUCTION

Founded in 1987, Schreiber Starling Whitehead Architects offers our clients a team of 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. 80 percent of our work is for community and technical colleges and universities in Washington State. We work at all scales and offer a full range of architectural services including:

- Capital Funding Request Assistance / Project Request Reports
- 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. We are proud of the fact that our first clients are still clients, and that with nearly all our clients we enjoy repeat selection. Our process derives its strength through an inclusive and interactive project partnership with the project stakeholders. All our work consistently reflects our core values of simplicity, flexibility, and durability, while being responsive to the greater context of environmental sustainability and community enhancement. Our projects are delivered on time and within budget.

QUALIFICATIONS OF KEY PERSONNEL

Schreiber Starling Whitehead Architects - *Small Business Enterprise*

The experience, enthusiasm, and commitment of the talented individuals comprising Schreiber Starling Whitehead Architects are the most valuable resources that we offer our clients. All professional staff at Schreiber Starling Whitehead Architects are graduate architects, some with multiple-discipline educational training. Schreiber Starling Whitehead Architects is a very stable firm with an average staff tenure of nearly eleven years.

We pursue an integrated team approach to each project, where our role is that of key facilitator, design leader, and advocate for project success. Our process recognizes that each member of the team brings to the design effort individual knowledge and experience that combine to produce results greater than the sum of their parts. Each individual must be allowed to contribute unique concerns and knowledge to the final product in order to achieve true success. The resulting work reflects the shared wisdom, ideas, and talents of our clients and staff.

Our firm is founded on the core belief that the consistent and genuine involvement of our principals is critical to building and maintaining long-term relationships with our clients, and to assuring the most effective outcomes for their projects. Our principals lead all planning efforts we perform, and remain actively involved in all projects through their completion. As we have done on past projects with critical performance elements, the Innovation and Technology Learning Center team we propose includes principals in both the principal-in-charge and project manager roles.

We do not pursue projects without the assurance each member of our team has sufficient capacity to meet project demands at a high level of performance. Essential to our success is our insistence 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 team we propose for the Innovation and Technology Learning Center includes the following individuals:

Education
Bachelor of Architecture
Washington State University, 1995

London Foreign Study Program,
Washington State University, 1994

Registration
Washington, 2006

Associations
Member - AIA/American Institute of Architects

Mary Jo Lux, AIA

Project Role: Principal-in-Charge
Time Commitment: Design: 40%; Construction: 20%

MARY JO'S PROFESSIONAL EXPERIENCE:

Schreiber Starling Whitehead Architects, 2001 – Present *(Principal since 2018)*
Design Staff, Milbrandt Architects, 1999 – 2001
Design Staff, Steven P. Elkins Architects, 1997 – 1999

Operating from her solid base of professional skills, Mary Jo has demonstrated time and again her ability to effectively lead community college project teams. Her commitment to excellence, whether for restroom remodels or major new facilities, has been lauded by clients and respected by contractors. Mary Jo is familiar with current City of Bremerton major project permitting requirements and timelines through her leadership of the Shop Building Renovation for Olympic College. This real-world experience brings to our team an essential perspective in how to position the Innovation and Technology Learning Center design effort to best align with the release of construction funding.

MARY JO'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Shop Building Renovation** - *Olympic College*
- **Health Sciences Center** - *Renton Technical College*
- **Automotive Technology Renovation/Expansion** - *South Seattle College*
- **Fire Station 15** - *Renton Regional Fire Authority*
- **Seattle Maritime Academy** - *Seattle Central College*
- **Fire Station 38** - *Seattle Fire Department*
- **Trowel Trades Building** - *South Seattle College*
- **Puget Sound Industrial Excellence Center**- *South Seattle College*
- **66th Theater Aviation Command Readiness Center** - *WA Military Department*

Education
Master of Architecture
Univ. of Washington, 1991

BS, Civil Engineering
Washington University, 1985

Registration
Washington, 1999

Associations
Member - AIA/American Institute of Architects

LEED AP - US Green Building Council

Board of Directors - CSI/ Construction Specifications Institute Puget Sound Chapter (2018-2019)

Associate DBIA - Design Build Institute of America

Ross Whitehead, AIA LEED AP Assoc. DBIA

Project Role: Project Manager and Primary Contact
Time Commitment: Design: 70%; Construction: 40%

PROFESSIONAL EXPERIENCE:

Schreiber Starling Whitehead Architects, 1999 – Present *(Principal since 2007)*
Project Manager, ECI General Contractors, 1992 – 1999
Design Engineer, Horner & Shifron Engineers and Architects, 1985 – 1987

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 construction experience solidified his understanding of the critical need for alignment of scope and budget early in the design process. Ross' sense of humor is evident in him being one of three individuals responsible for design and construction of "The Fremont Troll," a community-owned sculpture under Seattle's Aurora Bridge.

Ross is our PIC for all projects for the Washington Military Department, our firm's first client and with whom we have worked near-continuously for 35 years. Through this relationship, Ross is attuned to the unique needs of security-focused operations. This experience will lend a sensitive ear to the needs of Olympic College's Cybersecurity program.

Similar to the structure we propose for our Innovation and Technology Learning Center, Ross served as Project Manager on SSW Architect's Pacific Tower Renovation and Health Education Center project. Having a principal in the PM role was one reason why the first tenants were able to occupy Pacific Tower within six month's of our selection.

ROSS' REPRESENTATIVE PROJECT EXPERIENCE:

- **Center for Design** - *Lake Washington Institute of Technology*
- **Snohomish Readiness Center Addition/Alteration** - *WA Military Department*
- **Thurston County Readiness Center** - *WA Military Department*
- **Cybersecurity, Information and Communication Technology Workforce Education Building (Cyber I-WEB) Project Request Report** - *South Puget Sound Community College*
- **Center for Allied Health Education** - *Bates Technical College*
- **Samuelson Hall STEM Center** - *Central Washington University*
- **Pacific Tower Renovation and Health Education Center** - *Washington State Department of Commerce and Seattle Central College*
- **Learning Commons** - *Whatcom Community College*
- **Allied Health Building** - *LWTech*
- **66th Theater Aviation Command Readiness Center** - *WA Military Department*
- **Laura Angst Hall Science & Allied Health Building** - *Skagit Valley College*
- **Bremeron Readiness Center/Kitsap Co. Emergency Services** - *WA Military Department*

Samuelson Hall STEM Center, Central Washington University

Education
Master of Architecture
Univ. of Texas at Austin, 2009

Bachelor of Manufacturing Engineering
Boston University, 2000

Registration
Washington, 2016

Associations
Member - AIA/American Institute of Architects

LEED Green Associate - US Green Building Council

Rohit Eustace AIA

Project Role: Project Architect
Time Commitment: Design: 100%; Construction: 100%

PROFESSIONAL EXPERIENCE:

Architect, Schreiber Starling Whitehead Architects, 2020 – Present
Architect, Miller Hull Partnership, 2015 – 2020
Architect, SHKS Architects, 2012– 2014
Senior Intern, Olson Kundig, 2011 – 2012
Intern Architect, Gonçalo Byrne Arquitectos, 2009 – 2011

With 13 years of work experience in architecture and urban design, two years as a residential carpenter, four early years in the satellite manufacturing sector, and service in the United States Air Force, Rohit has developed a broad skillset which he applies to all manner of design challenges. He is experienced in all phases of master planning, programming, design, and construction at multiple scales. His reliability, meticulous attention to detail, in-depth knowledge of building code, and collaborative spirit makes Rohit a valued member on project teams.

ROHIT'S REPRESENTATIVE EXPERIENCE:

- **Snohomish Readiness Center Addition / Alteration** - *WA Military Department*
- **Bagley Hall Lab Renovations** - *University of Washington*
- **Lock Shop Remodel** - *University of Washington*
- **Atmospheric and Geophysics Cold Lab Renovation** - *University of Washington*
- **Hans Rosling Center for Population Health** - *University of Washington (w/ Miller Hull)*
- **Center of Physical Arts** - *Crossfit Deliverance; Seattle WA (at Miller Hull)*
- **Station 26 Renovation** - *Seattle Fire Department (at SHKS)*

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

Associations
Board of Directors - The Civita Institute/NW Institute of Architecture & Urban Studies in Italy (1994 -1999, President 1997 - 1998)

Brenda Misel

Project Role: Project Designer
Time Commitment: Predesign: Design: 100%; Construction: 60%

PROFESSIONAL EXPERIENCE:

Project Designer, Schreiber Starling Whitehead Architects, 2017 – Present
Project Designer, Integrus Architecture, 2013 – 2017
Sole Proprietor, Brenda Hake Misel Residential Design, 2001 – 2013
Project Designer, Torrell Architects, 1999 – 2000
Project Designer, Sturman Architects, 1996 – 1999
Project Manager, Arai|Jackson Architects and Planners, 1990 – 1995

Brenda offers strong team-building skills coupled with 32 years experience on public and private projects at many scales. She has a solid understanding of the unique needs of institutional clients. Brenda is especially strong in the early phases of major capital projects, including programming and conceptual design, and respects how early decisions inform a facility's technical resolution.

BRENDA'S REPRESENTATIVE EXPERIENCE:

- **Joint Force Headquarters Pre-Design** - *WA Military Department*
- **Center for Design** - *Lake Washington Institute of Technology*
- **Automotive Technology Building Renovation and Expansion** - *South Seattle College*
- **Alderwood Middle School** - *Lynnwood Public Schools (w/ Integrus)*

Supporting Consultants & Diverse Business Equity & Inclusion Strategies

Developing fully functional projects that integrate well with existing facilities requires an extensive team effort. We have developed strong relationships with consultants skilled not just in their areas of specialty but in the particular demands of community college facilities. With a mind toward improving prospects for diverse business enterprises, we also assess whether a project presents opportunties for nurturing traditionally underrepresented talent or those not yet familiar with the agency.

To assure successful results for Olympic College we propose for our team appropriate specialty consultants we know share our client-focused service ethos. We understand team-building is essential to the success of any project. As such, we view the ultimate make-up of our Innovation and Technology Learning Center team as something to be arrived at in collaboration with Olympic College and the Department of Enterprise Services.

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 buisness 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 small business we engage other small businesses on nearly all of our projects. In the process we have forged strong long-term relationships with minority-, women-, and veteran-owned business enterprises, including consultants we have proposed for our ITLC team. 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:

- 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 extrordinarily 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 OMWBE online database of registered firms, the Department of Veteran's Affairs, and WEBS. We report our progress on every state project through B2Gnow.

Education
Master of Civil Engineering (Structural Emphasis) University of Wyoming

Bachelor of Architectural Engineering (Structural Emphasis), University of Wyoming

Registration
Washington, Colorado, Michigan, Oregon, Wyoming

P.Eng. in British Columbia

Craig Stauffer, PE, SE
PCS Structural Solutions

Project Role: Structural Principal

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 educational facilities.

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 SBCTC facilities 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.

CRAIG'S REPRESENTATIVE EXPERIENCE:

- **Bookstore** - *Olympic College; Bremerton, WA*
- **Thurston County Readiness Center** - *WA Military Department (w/ SSW)*
- **Maritime Academy** - *Seattle Central College (w/ SSW)*
- **Wood Technology Center** - *Seattle Central College (w/ SSW)*
- **Salish Hall** - *Green River College (w/ SSW)*
- **Puget Sound Industrial Excellence Center**- *South Seattle College (w/ SWW)*
- **Bremerton Readiness Center** - *WA Military Department (w/ SSW)*

Education
Bachelor of Science in Mechanical Engineering, Saint Martin's College, 2002

Registrations
Professional Mechanical Engineer, Washington, 2007; Oregon, 2010

David Moore, PE, LEED AP BD+C
Tres West - *MWBE, SBE*

Project Role: Mechanical Principal

Tres West is a minority woman-owned small business based in Tacoma. Tres West engineers understand their forward impact as they create effective learning environments for their higher education clients. 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.

DAVID'S REPRESENTATIVE EXPERIENCE:

- **Shop Building Renovation** - *Olympic College; Bremerton, WA (w/ SSW)*
- **WSU CenCom Building Renovation** - *Olympic College; Bremerton, WA*
- **HVAC Training Program Relocation** - *Bates Technical College; Tacoma WA (w/ SSW)*
- **Lab II, Second Floor Renovation** - *The Evergreen State College; Olympia, WA*
- **FCA and Library Renovation** - *The Evergreen State College; Olympia, WA*
- **Fiber Arts Studio Building** - *The Evergreen State College; Olympia, WA*
- **Lummi Training & Technical Center** - *Lummi Tribe*

Education
Bachelor of Science in Electrical Engineering, University of California Santa Barbara

Registration
Professional Electrical Engineer, Washington, 1998

Sean Bollen, PE
Wood Harbinger

Project Role: Electrical Principal

Wood Harbinger's 90 employees provide a full range of electrical planning and design services, and technology consulting. Founded in 1967, Wood Harbinger is an employee-owned firm, with principals actively involved in the design, quality control and management of all projects. Wood Harbinger's professional engineers and designers bring to each project practical, real-world experience; active support for the owner's vision for the project; and a focus on sustainability and life cycle costs. Wood Harbinger's design philosophy encompasses a hands-on, proactive approach that encourages active collaboration with the owner's representatives, other design disciplines, and the contractor. Wood Harbinger's system designs emphasize energy efficiency, environmental quality, system flexibility for future growth, constructability, and ease of maintenance and operation.

Sean is one of the most dedicated and personable engineers you'll ever meet, and his long list of repeat clients is a testament to the consistent value he provides. His successful 25-plus-year career at Wood Harbinger includes extensive experience in the government agency, municipal/civic, education, and military market sectors. He works closely with many state agencies, community colleges, universities, and municipalities throughout the state on a variety of tenant improvements, upgrades, renovations, and new construction. Sean has also conducted numerous feasibility studies assessing existing systems and planning for upgrades. Sean's expertise includes medium- and low-voltage power distribution systems, information and communication technology systems, and electronic safety and security systems. Additionally, he is an accomplished interior and exterior lighting designer.

SEAN'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Health Sciences Center** - *Renton Technical College (w/ SSW)*
- **Center for Design** - *Lake Washington Institute of Technology (w/ SSW)*
- **Automotive Technology Renovation/Expansion** - *South Seattle College (w/ SSW)*
- **Samuelson Hall STEM Center** - *Central Washington University (w/ SSW)*
- **Pacific Tower Renovation and Health Education Center** - *Washington State Department of Commerce and Seattle Central College; Seattle, WA (w/ SSW)*
- **Allied Health Building** - *LWTech (w/ SSW)*

Education
Bachelor of Art in Communication Studies, University of Maryland

Certifications
AVIXA Certified Technology Specialist - Design, Installation (CTS-D, CTS-I)

Crestron Digital Media Engineer (DMC-E)

David Vargo, PCTS-D, CTS-I
BrightTree Studios - *Veteran-Owned Business*

Project Role: Audio Visual, Informational Technology, and Security Prinicpal

A leader of the innovative and collaborative technology movement specializing in AV, IT/telecom, security, and IoT, BrightTree Studios is constantly researching, building, and testing new technologies. BrightTree Studio brings a national stature to this project, with their work locally supported by Wood Harbinger. BrightTree Studios is a federally certified Service-Disabled Veteran-Owned Small Business (SDVOSB).

Years of tailoring designs to academic clients' unique needs have yielded award-winning projects such as the Watt Family Innovation Center at Clemson University and the boundary-pushing ANSYS Engineering Hall at Carnegie Mellon University. The cutting-edge expertise developed on such projects are immediately applicable to the challenges presented by Olympic College's Innovation and Technology Learning Center.

As regular collaborators with architects around the world, BrightTree Studios know how transparency, inclusion, and ingenuity can lead to tremendous built environments that inspire the ways people live, learn, work, and play. That's why they believe in collaboration, creativity, and challenging the status quo.

Working closely with Olympic College, DES, and the remaining SSW Architects team, Dave will produce a high-level design and programming package, coordinate designs, and communicate AV, IT, and security design intent to ensure all programmatic requirements and visions are met.

DAVID'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Robotics Innovation Center -** *Carnegie Mellon University*
- **Watt Family Innovation Center -** *Clemson University*
- **ANSYS Hall -** *Carnegie Mellon University*
- **Master Planning** - *SUNY Dutchess Community College*
- **Technology 4.0 Building** - *Wake Tech Community College*
- **Center for Virtual Learning** - *Ferris State University*
- **Graduate School of Business** - *Stanford University*
- **Student Entrepreneural Accelerator Program Center** - *Clemson University*
- **Ostermayer Laboratory Building** - *Pennsylvania State University*
- **Media Innovation Center** - *West Virginia University*
- **Moonshot Mission Control Center** - *Carnegie Mellon University*
- **New Kensington Digital Foundry** - *Penn State University*

Active, technology-rich, making-by-doing projects by BrightTree Studios include (clockwise from top) George Mason University's Institute for Digital Innovation, Clemson University's Watt Family Innovation Center, and Carnegie Mellon University's ANSYS Hall.

Education
Bachelor of Science in Civil Engineering, University of Washington

Registration
Professional Civil Engineer, Washington

Laurie Pfarr, PE
LPD Engineering - *WBE, SBE*

Project Role: Civil Principal

LPD Engineering, founded in 1999, focuses on delivering economical, functional, and sustainable civil engineering solutions that offer long-term benefits to clients throughout the Puget Sound region. LPD has provided civil engineering services on a broad range of higher education projects across various jurisdictions. The firm's services include stormwater management; erosion control; water and sewer utilities; site grading, paving, and layout; and access and frontage improvements. LPD has extensive experience working on contaminated sites, including at Fire Station 31 for the Seattle Fire Deopartment and the North Precinct for the Seattle Police Department.

Laurie has provided civil engineering services for 24 years. Her design experience includes storm water management; erosion control; water and sanitary sewer utilities; site layout, access and circulation; pavement analysis, repair and replacement; and pedestrian and street improvements. Through her work throughout Western Washington, Laurie knows who to go to for information in order to facilitate the permitting process, a critical skill for the unique requirements of the City of Bremerton.

LAURIE'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Innovation and Technology Learning Center Predesign** - *Olympic College*
- **Fire Station 15** - *Renton Regional Fire Authority (w/ SSW)*
- **North Plaza Building Demolition and Site Redevelopment** - *Seattle Central College (w/ SSW)*
- **Campus Promenade Improvements** - *Cascadia College (w/ SSW)*
- **Childcare Center** - *Skagit Valley College*
- **Neil Dempsey Indoor Practice Facility** - *University of Washington*

Education
Master in Landscape Architecture, University of Washington

Bachelor of Science in Biology, High Point University

Registrations
Landscape Architect, Washington

CLARB Certification

Dean Koonts, ASLA
HBB Landscape Architecture - *WBE, SBE*

Role: Lead Landscape Principal

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.

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.

DEAN'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Thurston County Readiness Center** - *WA Military Department (w/ SSW)*
- **Center for Allied Health Education** - *Bates Technical College (w/ SSW)*
- **Learning Commons** - *Whatcom Community College (w/ SSW)*
- **Samuelson Hall STEM Building** - *Central Washington University (w/ SSW)*
- **Allied Health Building** - *Lake Washington Institute of Technology (w/ SSW)*

Education
Master in Geotechnical Engineering, University of Puerto Rico

Bachelor of Science in Civil Engineering, University of Puerto Rico

Registrations
Landscape Architect, Washington, Commonwealth of Puerto Rico

Sandy Brodahl, PE
HWA GeoSciences *- MBE, SBE*

Role: Geotechnical Engineering & Environmental Analysis

Since 1978, HWA GeoSciences' engineers, geologists, environmental scientists, construction inspectors, and laboratory technicians have been helping to create a better, safer, more sustainable built environment in the Pacific Northwest and abroad. Located in Bothell, Washington, HWA provides a full range of geotechnical and geoscience solutions to public agencies and engineering / architecture firms, for design and construction of buildings, parks, solid waste, transportation, waterfront, water, wastewater, and stormwater facilities In additional to engineering and science services, HWA operates a state-of-the-art materials testing laboratory, accredited by the American Association of State Highway and Transportation Officials (AASHTO) R18.

Sandy has over ten years of experience performing geotechnical site investigations, laboratory tests on soil samples and providing construction monitoring and inspection on the installation of drilled shafts, driven piles, soldier pile and lagging walls, and pipe piles. She has provided geotechnical engineering services on a broad range of projects including roadways, buildings, transportation facilities, bridges and sewer & wastewater treatment facilities. Her technical skills include Load Factored Resistance Design (LRFD), seismic design, liquefaction analysis, slope stability analysis, retaining wall design, shallow foundations, as well as drilled shaft and pile capacities. Sandy's natural aptitude for detail and her fresh perspective make a great addition to her project teams.

SANDY'S REPRESENTATIVE EXPERIENCE:

- **Fire Station 15** - *Renton Regional Fire Authority (w/ SSW)*
- **Fairview Avenue Bridge** - *Seattle DOT*
- **Weller Street Pedestrian Bridge** - *City of Seattle*

Education:
Associates in Land Surveying, Renton Technical College, 2015

Registrations
Professional Land Surveyor, Washington, 2022

Sebastian Garcia, PLS
LDC *- MBE, SBE*

Role: Surveying

LDC, Inc. is a multi-disciplinary, minority-owned firm founded in 2003 that provides surveying, planning, permitting, civil engineering, and telecommunications services. Beginning as an engineering firm serving Puget Sound communities, LDC now provides a variety of services to both public and private sector clients statewide.

As an integrated service firm, LDC offers a broad range of land surveying services. Their survey team's experience in infrastructure, land development, and municipal projects allows them to approach any proposed project, no matter how large or small, with the confidence that they can deliver exactly what the client requires. LDC survey crews are trained and equipped with state-of-the-art equipment, and their office staff provides the support necessary for them to complete every project efficiently and effectively.

As a Survey Field Manager for LDC, Sebastian manages eight crews. His responsibilities include overall project management, as well as field calculations and equipment and fleet management. Sebastian's experience includes working in landscape design and drafting for 15 years in Southern California before graduating from Renton Technical College in 2015 as a Land Survey Technician. He received his PLS in 2022.

Sebastian's experience with construction surveying includes settlement monitoring, mid-rise buildings, plats, as-builts, and more. Working alongside the other departments at LDC, his strong leadership and extensive field experience ensures that LDC's clients are always receiving "Service Above the Standard".

SEBASTIAN'S REPRESENTATIVE PROJECT EXPERIENCE:

- **Center for Design** - *LWTech (w/ SSW)*
- **Various Projects** - *Bellevue College*
- **Korean Consultant, Seattle** - *Republic of South Korea*
- **Ridge Crest Elementary School** - *Shoreline Public Schools*

RELEVANT EXPERIENCE

Since our founding in 1987, the focus of our practice has been entirely on serving public clients ranging from small municipalities to major state and federal agencies, including over two dozen institutions of higher learning. From this work, we have developed an understanding of the project delivery requirements unique to public organizations, including administrative processes, consensus development, public outreach, and similar issues. In addition, our firm is sensitive to the importance of clear documentation of decisions, budget and schedule compliance, and both the public and agency oversight that work in the public sector demands.

In our first 35 years we have been privileged to call the following Washington State higher education institutions our clients:

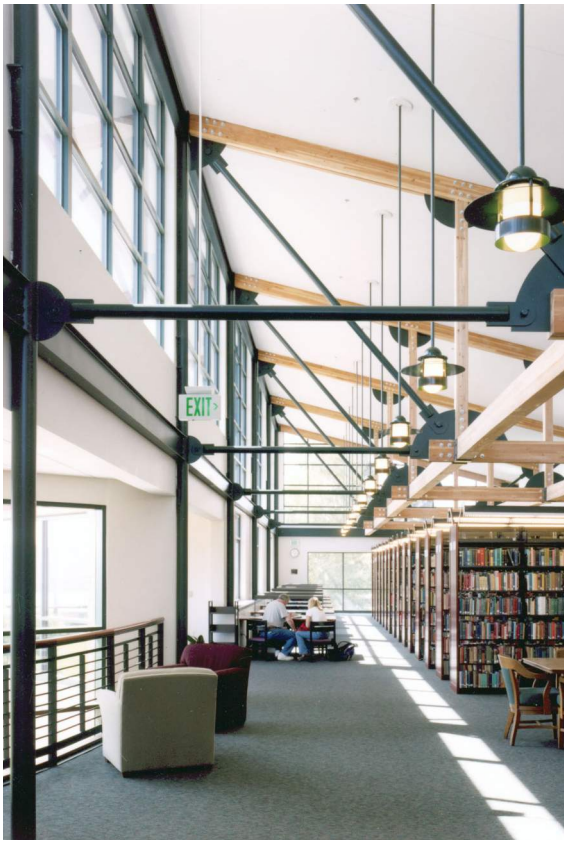
- **Olympic College**
- Bates Technical College
- Bellevue College
- Bellingham Technical College
- Cascadia College
- Clark College
- Clover Park Technical College
- Edmonds College
- Everett Community College
- Green River College
- Highline College
- Lake Washington Institute of Technology
- North Seattle College
- Renton Technical College
- Seattle Central College
- Shoreline Community College
- Skagit Valley College
- South Puget Sound Community College
- South Seattle College
- Tacoma Community College
- Whatcom Community College
- Central Washington University
- The Evergreen State College
- University of Washington
- Washington State University

The following pages depict a wide array of our recent community college experience. While each project varies in programs served, each reflect a similar degree of effort to what we would expect for the Innovation and Technology Learning Center:

Haselwood Library & Media Center

Olympic College

Bremerton, Washington



While far over eight years old, the Haselwood Library is pertinent to the ITLC as it marks our firm's first community college project. The execution plan we developed with college stakeholders provided a phased reconstruction of the prior Library, which had collapsed in a snow storm, retaining only the basement and first floor structure of the damaged building. In collaboration with EHDD of San Francisco as Associate Architects, SSW Architects designed a completely new library and media center while maintaining its position at the heart of campus life. Taking advantage of its location at the main campus gateway, the building also incorporated a new 5,000-sf Student Welcome Center and clock tower, and created two edges of a new campus green. .

An extensive programming effort with the library and media center staff resulted in a building comprising over 42,000 square feet distributed on three floors. The design included a variety of space types to accommodate a range of learning pathways and services: single and group study spaces; service counters; self-service spaces for teaching/learning/training in information skills and literacy; space for effective use of information resources; appropriate space for library staff space to house information resources in a variety of formats (each with associated technology requirements); and comfortable reading spaces. The project also included a new media production studio.

As testament to the success of the project, the college subsequently selected SSW Architects for two additional major projects: the Facilities Services Building at the Bremerton campus and the Johnson Library and Classroom Building at Shelton.

Schreiber Starling & Lane Architects showed unique cooperation and sensitivity to the requirements of the staff and the entire college community. The College had just lost 2/3 of its library and media center in a snowstorm, and the staff was shell-shocked. All of them wanted to be a part of the planning because they knew it would be the last chance for a long time to construct a new facility and because it was clearly a form of therapy to recover from the disaster.

Schreiber Starling & Lane assisted us in identifying our wants and needs and gave us a building that provides everything we asked for. We wanted great amounts of natural light (mandatory in the gray Northwest), and a building that celebrated our lovely environment with views of the water, mountains, and trees; we have that in all areas, even the basement. They gave us nooks, crannies, and zones that met the varied study needs of our students: secluded carrels in quiet small spaces, large study tables in open areas, group study rooms, computer capable study areas, and relaxed reading areas with soft seating. Our work areas communicate well with each other, saving us time and effort.

They also created a building that is clearly organized and easy for students to use, with three easily recognizable service desks at the entry and three major collections sited on the three floors.

- Ruth Ross, Dean of Library and Media Services, Olympic College

Shop Building Renovation

Olympic College

Bremerton, Washington

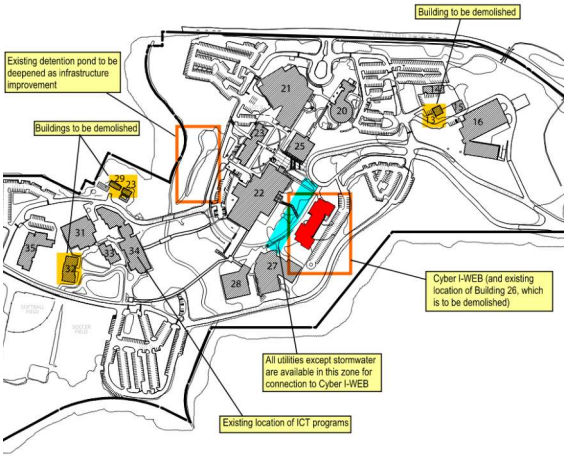
The Shop Building Renovation demonstrates our ability to constructively support a project in the face of extreme funding challenges. Built in 1967, the existing OC Shops Building at Olympic College does not allow for the co-location of high-demand technical programs including Welding, Precision Machining and Technical Design. Building systems are outdated, and spaces poorly arranged to meet growing student program needs and accommodate modern technology. The limited amount of space and poor configuration does not facilitate collaboration or provide peer-to-peer learning opportunities for students.

In 2018, a predesign study was commissioned that envisioned a partial renovation and 3,500-sf addition to the existing Shop Building to bring the off-site CNC/Precision Machining program to the main campus, resolve safety and instructional deficiencies in the existing Weld Shop, resolve safety issues in the existing Composites Shop, provide accessibility to the existing second floor, and allow four related Workforce Development programs to operate in a combined, synergic manner for students and faculty. This option was projected to complete construction in 2020 and was estimated to have a construction cost of $7,011,000 and a total project cost of $10,465,000

Subsequent to this study, a number of factors impacted the ability to realize the preferred alternative developed. Detailed design investigation identified several required scope elements that had not been fully understood and accounted for in the initial study. These elements impacted the program needs and the construction budget. The market impact of the booming construction market, the supply chain disruptions of the pandemic, and material cost tariffs on steel and aluminum , all have impacted the costs of labor and materials and further eroded the established budget. These impacts necessitated a delay in the start of design until a revised program and scope could be developed that could be achieved within the established funding.

Working closely with the faculty and administration, a revised scope and project plan was developed that fully-renovates the existing building and provides an increase in usable area by recovering the outside stair tower areas as public entry space and expanding and opening the building toward the north courtyard and pedestrian areas with a very small addition. The area

reduction was also possible with the closing of the Composites Program in 2020.



Cybersecurity, Information and Communication Technology Workforce Education Building (Cyber I-WEB) Project Request Report

South Puget Sound Community College

Olympia, Washington

South Puget Sound Community College's Information and Communication Technology (ICT) programs prepare students for high-demand, well-paying jobs in the fields of cybersecurity and network administration, information technology and computer support, software development, information systems, office technology and administration, and computer science. Many SPSCC graduates directly support the technology needs of state government agencies owing to the college's Olympia location. In 2019 SPSCC selected Schreiber Starling Whitehead Architects to assist in preparation of a Project Request Peport proposing an all-new facility supporting workforce training specific to high-technology fields.

The 22,550 gsf facility developed through programming workshops with ICT representatives included flexible classrooms and labs; break-out, collaborative learning, and individual study spaces; facuty offices based on the FOiwILS concept; and an open computer lab featuring specialized software. To accommodate inevitable change, the facility featured robust and accessible infrastructure.

Phyllis and Charles Self Learning Commons, Whatcom Community College.

Phyllis & Charles Self Learning Commons

Whatcom Community College

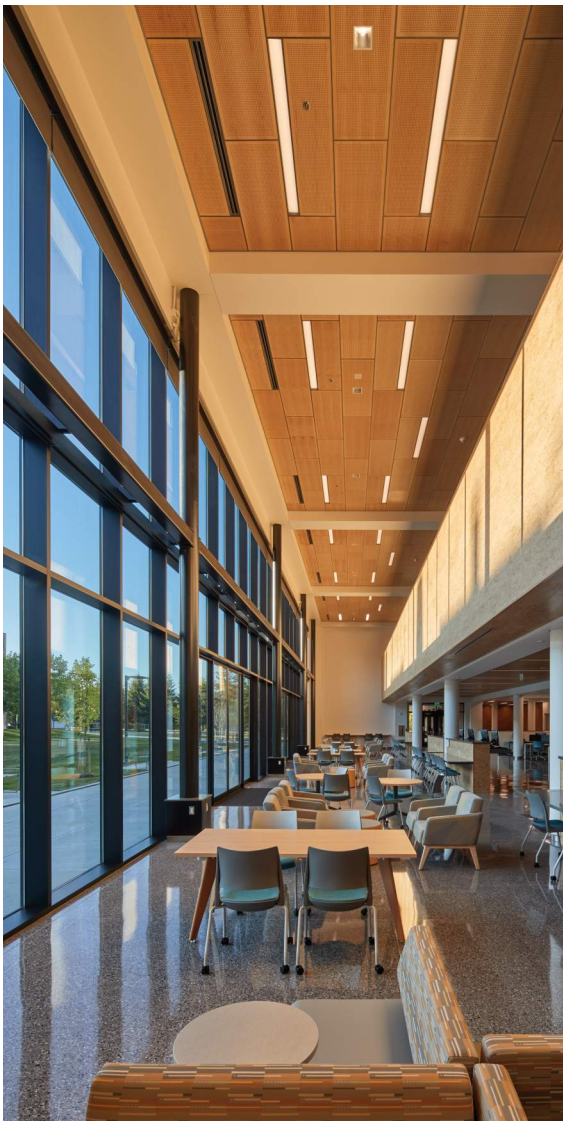
Bellingham, Washington

Delivery:	*Design-Bid-Build*
Budget/Final:	*$22,490,000 / $21,891,000*
Contact:	*Brian Keeley* *Sr. Director Faciility & Operations* *Whatcom Community College* *tel.: 360.383.3375* *BKeeley@whatcom.edu*

The new Self Learning Commons was envisioned to mesh the reference and research elements of the traditional library while adding exciting new services supporting new technologies and services in a larger and integrated environment.

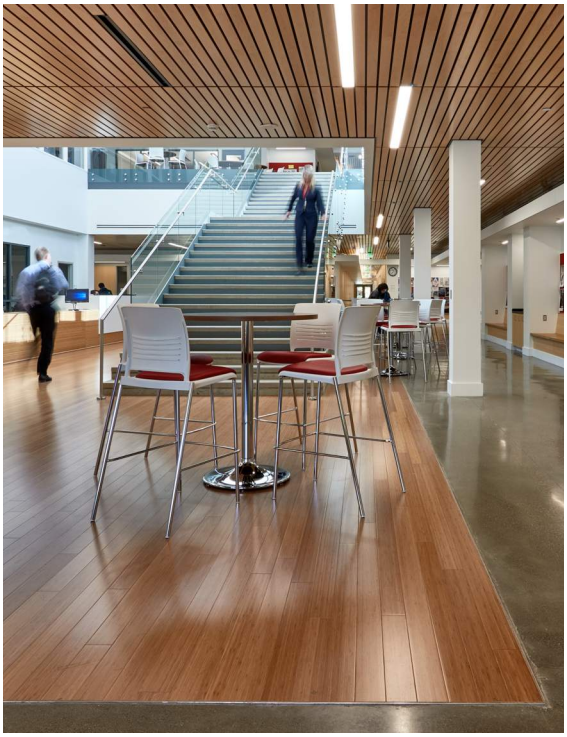
Services within engage students through tutoring (including a Math Center, Writing Center, and general tutoring rooms), multi-media resources, quiet and collaborative (loud!) study spaces, and provide them tools to conduct their own thoughtful research. These activities encourage critical thinking and creativity - crucial skills as students prepare for a successful career. Active engagement with academic resources in a space filled with natural light and designed for productive interactions will inspire students to learn, persist, and succeed.

Students are multi-tasking digital natives and traditional spaces and functions do not engage all their learning modalities. The new Commons is designed for collaboration across disciplines that were typically "siloed." A good example is the co-location and integration of a wide variety of media in the Writing Center. This permits students to fully incorporate technologies they learn to communicate ideas through print, video, and audio systems.



The 65,000-sf project includes a 60,000 volume library, 5,000-sf of active-learning collaboration classrooms, drop-in computer access areas, and a wide variety of individual and group study spaces. Its landscaped roof-top terrace offers the best views on campus.

The Learning Commons integrates advanced sustainability elements throughout and has achieved LEED Gold certification from the U.S. Green Building Council. SSW Architects' services began with leadership of the pre-design study.



Samuelson Hall STEM Center

Central Washington University

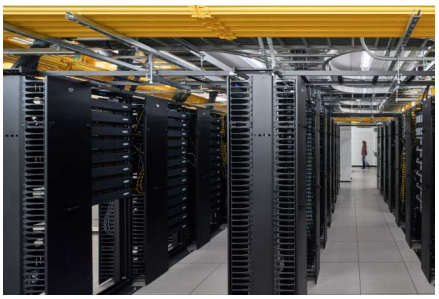
Ellensburg, Washington

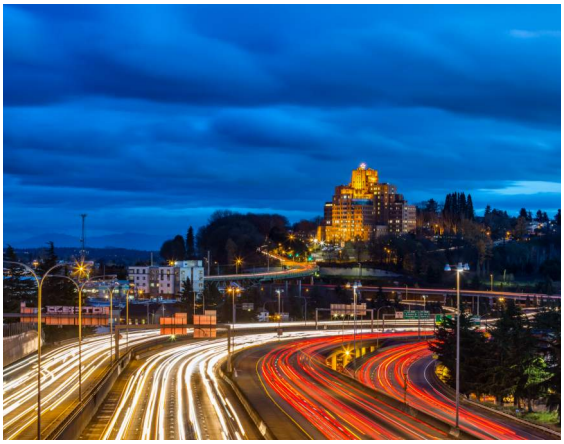
Located in the heart of the Central Washington University campus, the existing 107,000 square-foot Samuelson Union Building (SUB) was a conglomeration of building segments built between 1928 and 1967. After extensive programming and planning with the university administration, faculty and students, the vision of recreating Samuelson as a vibrant center for technical learning was realized in Fall 2018 when the $45M construction phase was completed. The project involved demolishing 57,750 sf of existing space, renovating the 49,250 sf SUB wing constructed in 1967, and adding 90,750 sf of new construction.

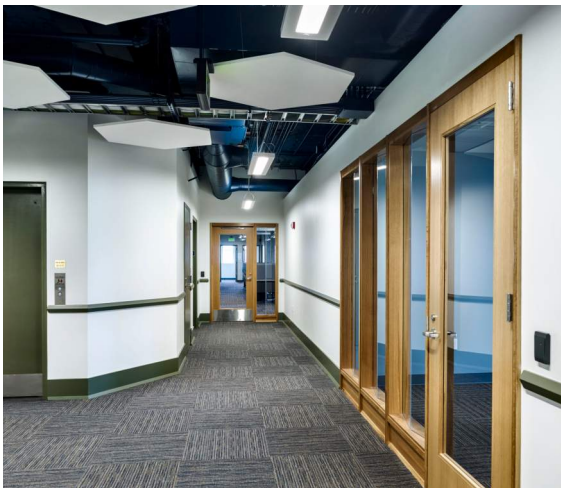
Housing the departments of Computer Science, Information Technology and Administrative Management, Mathematics, and the Multi-Modal Learning Center, the new Samuelson Hall STEM Center features technology and media-rich learning spaces including learning labs, maker-spaces, informal peer-to-peer break-out spaces, classrooms, labs, and faculty offices. It also houses a Cyber Security Lab and a 5,000 square-foot data center supporting the university's campus-wide IT needs.

Samuelson Hall received LEED Silver certification.

Delivery:	*Design-Bid-Build*
Budget/Final:	*$46,280,000 / $42,948,000*
Contact:	*Bill Yarwood* *Director of Capital Planning* *Central Washington University* *tel.: 509.963.1120* *William.Yarwood@cwu.edu*







Pacific Tower Renovation

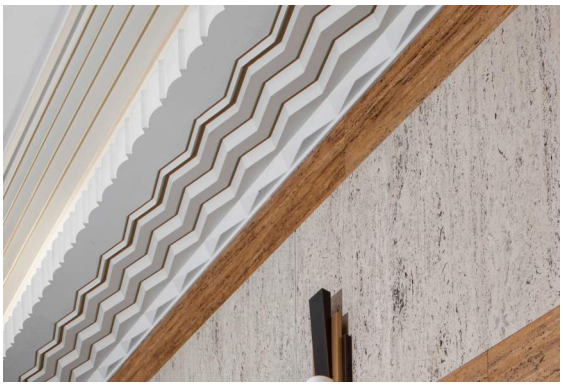
Washington State Department of Commerce
Seattle Central College
Seattle, Washington

Early in 2013 the Seattle College District was asked by the legislature for input regarding an opportunity for creating a new Allied Health Center in the Pacific Tower, a unique and iconic landmark in the Seattle skyline. While a preliminary programming and concept response typically would involve extensive meetings with faculty and administration and take a number of months, the district needed to respond within weeks. Due to our having recently completed new health education buildings of a similar scale and scope, the district enlisted our help under our state On-Call Architect agreement to develop an initial list of academic, lab, and support spaces that could serve 300-FTE, and to develop "test-to-fit" concept diagrams organizing the space over several floors.

Subsequent to that study, the Washington Department of Commerce, also through our On-Call agreement, engaged our team to conduct a thorough investigation of the core and shell of the Pacific Tower as part of its due-diligence in preparation for entering a long-term lease. Using the State Lease Standards as our guide, our team evaluated all building elements including code compliance as well as determining the expected service life of the installed equipment. Our recommendations included immediate correction of accessibility and envelope deficiencies, and systems improvements, totaling $3.4 million. We also provided a recommendation for mid- and far-term improvement/operation costs over the expected 30-year life of the lease.

Ultimately, we were selected by the Department of Commerce as architect for not just the College's spaces but for the remaining 120,000 gross square feet of space in Commerce's lease. Our scope included improvements to the historic building's envelope including its windows, minor through major tenant improvements for approximately 12 different organizations, structural systems upgrades, and integration of an independent ESCO (Energy Services Company) contract. The City of Seattle also required that the building be made compliant with current life safety and energy codes.

Delivery:	*GC/CM*
Budget/Final:	*N.A. / $34,462,000*
Contact:	*Lincoln Ferris* *Interim Vice President of Administrative Services (retired)* *tel.: 425-766-7346* *Lincoln.Ferris@seattlecolleges.edu*



Center for Allied Health Education

Bates Technical College

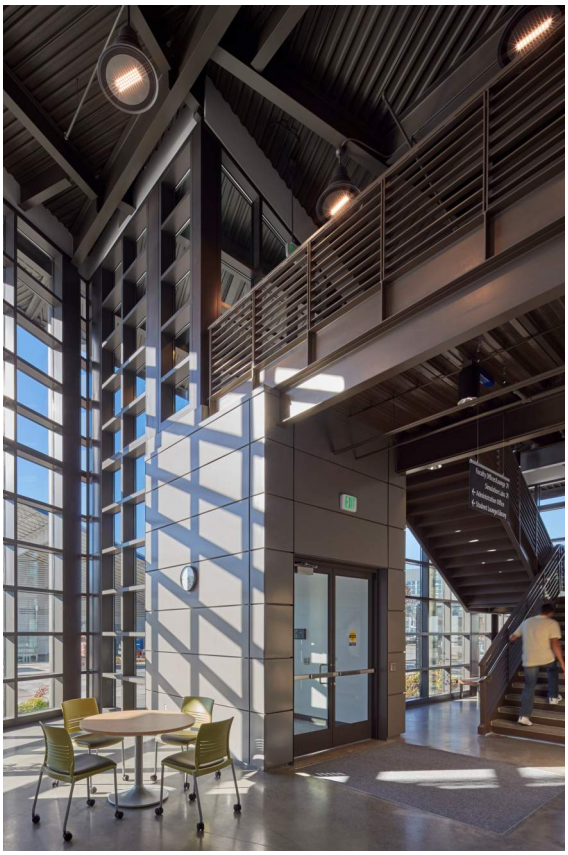
Tacoma, Washington

The Center for Allied Health Education, when it opened in Fall 2021, became the first new building on the Bates Technical College Downtown Campus in nearly 60 years. It supports all heathcare programs offered by the college. Schreiber Starling Whitehead Architects teamed with The Walsh Group on the CAHE, Washington's first purely academic progressive design-build project. As a first task SSW led the predesign effort, facilitating programming workshops with representatives of Bates' Practical Nursing, Nursing Assistant, Dental Assisting, Dental Laboratory Technician, Denturist, Hearing Aid Specialist, Medical Assistant (AMA/CMA), Occupational Therapy Assistant, Phlebotomy, and Simulation Operation Technician programs. The latter program is housed in an extensive simulation suite containing exam and hospital room mockups with associated control rooms, medication dispensing equipment, a mock reception/office space, and debrief facilities. In addition to allied health classrooms and skills development labs, the building has a multi-purpose science lab equipped for Anatomy & Physiology, Chemistry, and Microbiology instruction, including preparation and storage facilities and a digital cadaver lab. The pre-design effort was completed in seven weeks. Construction commenced within 11 months of our team's selection.

The four-story building floats over a parking level which serves patients of Bates' public health clinics and provides preferential parking for bike commuters and charging stations for electric vehicles. The structural grid was established by the parking layout, with modifications made on subsequent floors to accommodate academic space requirements. Of critical importance to the college, the facility has only negligible impact on Downtown Campus parking capacity while adding 65,000 gsf of modern academic space.

The Center for Allied Health Education received LEED v4 Silver certification.

Delivery:	*Progressive Design-Build*
Budget/Final:	*$34,718,000 / $34,718,000*
Contact:	*Dee Nelons* *Director, Facilities & Operations* *Bates Technical College* *tel.: 253.680.7389* *dnelons@batestech.edu*



Seattle Maritime Academy

Seattle Central College

Seattle, Washington

The Seattle Maritime Academy (SMA) is a fully-accredited program facility, affiliated with Seattle Central College and offering a variety of specialized maritime educational and training opportunities. Academy faculty are all active or retired merchant mariners who offer real-life expertise and anecdotes to enhance the curriculum. They prepare students via classroom instruction, experiential learning, critical on-water training, and professional development.

The SMA is sited on 2.2 acres adjacent to the Ballard Bridge on Salmon Bay. Schreiber Starling Whitehead Architects provided predesign services for an all-new 28,000-gsf building in 2007, and subsequently provided full A/E services through project completion.

Four classrooms offer flexible seating for up to 100 students and include 19 large, chart-size work surfaces. The building boasts seven lab spaces including an engine room simulator, a bridge simulator, an 18-station simulation computer lab, a hydraulics and refrigeration lab, and a diesel lab with full machine shop and specially designed ventilation allowing students to work run diesel engines inside the building. Additional capabilities include a student computer lab with 20 computers.

Seattle Maritime Academy offers a Marine Engineering Technology Program (Engineering) as well as a Marine Deck Technology Program (Deck) to train prospective mariners. Many of the Academy's students have no previous experience in the maritime industry, and the program is their first exposure to the industry.

The new building is an example of everything a maritime training facility should be. The school original 5,500-square-foot space had become cramped and dated. With five times the space, the new building allows for more students, more workspaces, and future expansion. Greater capacity allowed the school to increase enrollment in the two certificate programs to 22 students each as per US Coast Guard standards.

The Seattle Maritime Academy achieved LEED Silver certification from the U.S. Green Building Council.

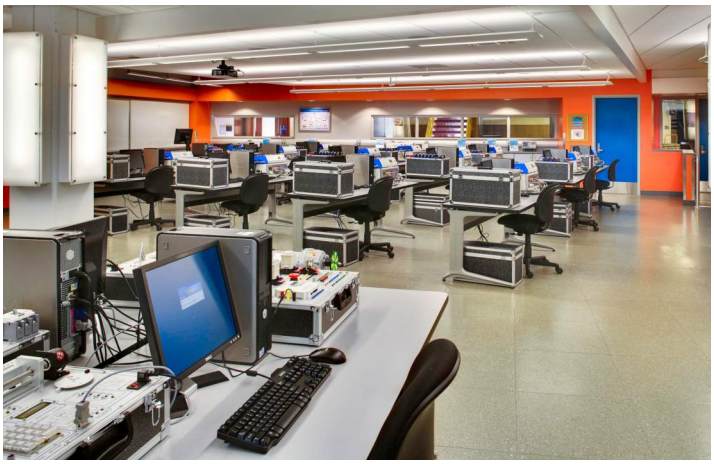
Delivery:	*Design-Bid-Build*
Budget/Final:	*$10,720,000 / $11,559,000*
Contact:	*Sam Lunsford* *Capital Projects Manager* *Seattle Central College* *tel.: 206.934.6968* *sam.lunsford* *@seattlecolleges.edu*

ED Electronics & Robotics Lab

Lake Washington Institute of Technology

Kirkland, Washington

Schreiber Starling Whitehead Architects provided architectural design and construction phase services for the ED Electronics Lab located in the East Building at Lake Washington Institute of Technology. While now 10 years in operation, this project represents a learning environment with a high reliance on current technology for effective instruction. The project included the renovation of three existing shops and classrooms to accommodate industry partner-supplied electronic equipment and workstations. Our scope included working with the partner, the ED Company of South Korea, to ensure that the facilities would support their high-tech proprietary equipment and systems.



Delivery:	*Design-Bid-Build*
Budget/Final:	*$826,000 / $634,000*
Contact:	*Casey Huebner* *Director of Facilities and Operations* *Lake Washington Institute of Technology* *tel.: 425.739.8252* *casey.huebner@lwtech.edu*

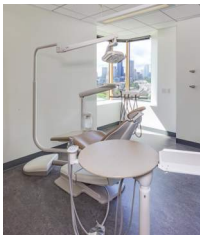
PAST PERFORMANCE

Our Philosophy and its Application: A Dynamic and Inclusive Process

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 the project's social and environmental context. 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 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, facilities staff, administrators, faculty, students, and the larger public. To assure that all stakeholders are involved, we employ open, interactive workshops during both planning and design. Our program validation workshops are intended to test the project concept established by the predesign against current college needs and available funding. We focus on a broad range of issues including program and space requirements, inter-functional and intra-functional relationships, systems requirements, LEED and Net-Zero implementation, and how best to meet the needs of historically underserved populations. In each of these workshops our team will include facilitators best able to draw out critical information, whether they be cybersecurity specialists, energy wonks, or persons who through personal experience uniquely empathize with diverse constituents. The raw information gathered in these workshops will be distilled into a comprehensive, inclusive, and nuanced program that both informs and disciplines the subsequent design process.

In addition to strong leadership and technical skill we bring an attitude of openness to all our projects. It is our first and continuing task as designers to listen to, and be receptive to, the wealth of ideas that stakeholders bring forth. We know some of those ideas are clear and ready for development. We also understand that others may need a supportive forum, an alternative perspective, or a fast and accurate technical response to take shape and be ready for use. 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 with the contributions of others to produce results far greater than the sum of individual contributions.



Variety of healthcare education labs, Pacific Tower. Speed of permitting was a hallmark of the project.

Design Approach

Schreiber Starling Whitehead Architects bases our design process on the belief that quality design lies in creating spaces that integrate into their community, producing spaces in harmony with their social and environmental context. 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. Our belief applies as much to STEM facilities as any other facility type, and recognizes that student success is not just a matter of the right space types and equipment but also in creating facilities that genuinely support occupant well-being and the highest level of professionalism. These factors are all critical in the recruitment and retention of quality faculty, staff and students.

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 perceived needs remain actual needs, and that they remain achievable within the budget. We will meet with project stakeholders to verify the decisions made during predesign, confirm overarching goals, and work collaboratively to define a course of action. Every subsequent decision made for the life of the project is weighed against the project goals established at this point, a highly effective technique for protecting against scope creep.

In our process there is a strong sense that each project develops uniquely from the inside out and that each user's experience within it is extremely important. As the design evolves we continue to engage project stakeholders to assure the design satisfies the needs of a diverse community. We fervently believe that on the day the facility opens for use that each person entering the building sees that they have not only been heard but that their voice has contributed to the success of the facility.

Samuelson Hall STEM Center, Central Washington University.

Permitting Agencies

Having successfully completed projects throughout the state, including in the City of Bremerton, we have proven our ability to develop the documentation necessary to meet local permit requirements. Having direct experience with the unusually long permit approval timelines presently faced in the city, proactive attention to city requirements will be essential should construction funding be appropriated in the 2023-25 capital budget to best position the ITLC for the earliest possible construction start. We will work closely with Bremerton's Community Development department and other authorities having jurisdiction and develop the permit documents such that permit submittals occur as early as possible and with the greatest likelihood of smooth processing.

Document Production and Quality Assurance Control

The documents for each design phase will be scrutinized by DES and Olympic College. It is essential that these documents be comprehensive and that they be accurate. Delays to approval, due to poorly assembled documents, places the orderly progression of work at risk and jeopardizes timely bidding. Quality assurance and control begins on the first day of design. Prior to issuance of any deliverables our in-house QA/QC reviewer will perform an indepth review to assure document quality.

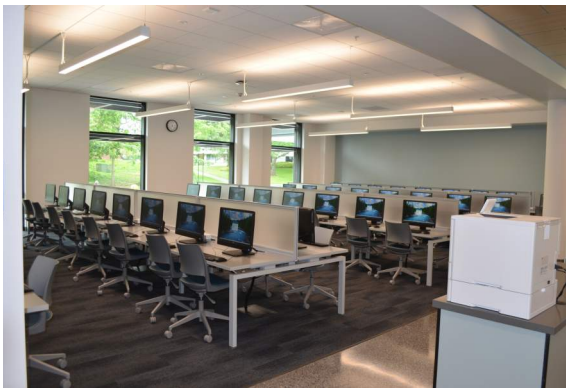
Budget Management

The goal of project cost management is to provide a fully-functional facility within the budget parameters established by our clients. To that end we use an independent cost consultant, knowledgeable of the local construction economy, to provide estimates for each design phase.

To balance scope and cost during design, we use a three-part budget management process. The first part is based on the precept that accurate estimating begins with the designers' understanding of the cost implications of their decisions. At the start of design the project team establishes initial quantities and quality expectations, from which they develop preliminary area-based costs. This allows for budgeting project elements that may not yet be "on paper." We minimize "design inflation" by assigning responsibility for each cost element to individual team members. The second part of our process is concurrent with design development. As details are generated and materials selected, costs are developed for each item of work and the material, product, and systems options are measured against initial and life-cycle costs to provide maximum value for expense. Our final design phase cost management step is the development of detailed, independent estimates at project milestones. Our independent cost consultant confirms quantities and applies current cost data, verified by suppliers and contractors, then determines the likely bid climate to generate progressively more detailed cost estimates. ***We have averaged bid-to estimate accuracy of +/- 5% on projects bid to date.***

Schedule

Schreiber Starling Whitehead Architects maintain vigilant project management through a task-based scheduling system to ensure that contract schedules are met or bettered. The specific actions necessary to accomplish project tasks are identified, assigned to team members, and given maximum duration and intermediate review timelines. Regular team meetings permit the management team to forecast possible shortfalls and to commit additional staff and team resources to meet the schedule milestones.



The majority of our work has been for academic institutions that operate on a rigid academic calendar. These clients simply cannot tell students that they must defer their education until next quarter while their building is under construction. As such, our firm's culture places great importance on schedule compliance on all projects, academic or otherwise.

Experience with Active Campuses

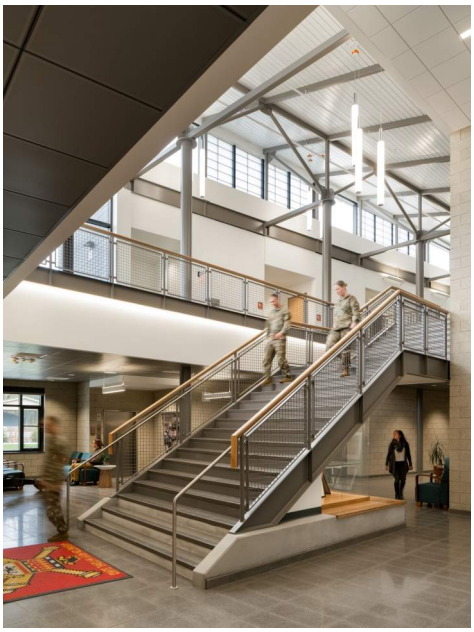
Constructing a new facility while minimizing impacts on the overall Bremerton campus operations will require careful planning and proactive implementation. With 80 percent of our work being for higher education clients, we understand that minimizing disruption is a baseline expectation. Prior to forming Schreiber Starling Whitehead Architects, our founding principals worked in heathcare design. On healthcare projects, maintaining uninterrupted operations and minimizing disturbances was essential, sometimes literally a matter of life and death. Their experiences formed the basis for our decision-making process, wherein the disruptive potential of each element of work - whether it be dust, noise, utility disruption, etc. - is taken into account and mitigation measures are included in the construction documents to eliminate or reduce their impacts on campus occupants and operations.

Experience with Challenging Sites

Constructing on a previously developed presents the risk of uncovering hazardous materials or other deterimental conditions of past use. During excavation for the Haselwood Library and Media Center, as a highly pertinent example, workers discovered portions of a Ford Model T and a newspaper reporting on the Hindenburg disaster. The geology of the Puget Sound region can present challenges for undeveloped sites as well, with steep slopes and liquifiable soils being common hazards. Our past work has included a number of challenging sites, from hazardous materials left from past use at Bates Technical College's Center for Allied Health Education site, shoreline infrastructure deficiencies at the Seattle Maritime Academy site, unexploded World War II-era ordinance found on the 66th TAC Readiness Center site on Joint Base Lewis-McChord, and liquifiable soils at the Thurston County Readiness Center site in Tumwater (see next page).

Addressing challenging sites begins with due diligence early in planning and design. When budgets allow, we recommend our predesign teams at least include surveying and geotechnical analysis, which can identify deficiencies before they have the opportunity to trigger major issues. For example, we were selected by the Washington Military Department to provide predesign services for a new readiness center to be constructed in Buckley, Washington, and we included an archaeological consultant and geotechnical engineer on our team. On the first day of on-site analysis, the geotech's drilling team encountered liquifiable soils and the archeologist discoved historic artifacts from prior human occupation. Recognizing these elements placed the project at risk, we worked with the owner to identify an alternative site for the facility without *any lost time* in the design/build contractor selection process.

Phyllis and Charles Self Learning Commons, Whatcom Community College, from top: maker space, 3D printing studio, active learning classroom, drop-in access lab, and testing center.



Challenging Site Experience Example: Thurston County Readiness Center

Washington Military Department

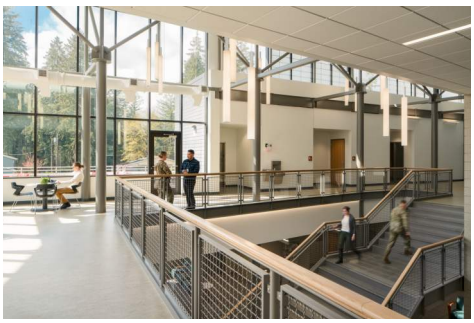
Tumwater, Washington

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.

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 sytem.

The TCRC is on track to receive LEED Silver certification.

Design progress, and the design itself, was significantly impacted by discovery early in design that the intended site for the facility contained liquifiable soils. As an essential facility, sound soils are paramount. Complicating this requirement, no funds were available for soils improvements or foundation improvements. Our ultimate solution was to move the entire development to another portion of the 53-acre site. While this location did have solid soils, it suffered from high groundwater, which required significant input from a hydrologist, for both design and for assistance in the permitting process. The final site design included importing structural fill to raise the ground elevation, extensive use of permeable pavings, rain gardens, and a compensatory storage basin designed to encourage the movement of groundwater away from the developed area.



SUSTAINABLE DESIGN EXPERIENCE

We have successfully designed and certified the following LEED buildings:

Platinum

- **Laura Angst Hall (Science & Allied Health Building)** - *Skagit Valley College*

Gold

- **Phyllis & Charles Self Learning Commons** *- Whatcom Community College*
- **Charles Lewis Hall** - *Skagit Valley College*
- **Seattle Fire Station 28** *- Seattle Fire Department*
- **Seattle Fire Station 38** *- Seattle Fire Department*
- **66th TAC Readiness Center** - ***WA Military Department***

Silver

- **Samuelson Hall STEM Building** *- Central Washington University*
- **Center for Allied Health Education** *- Bates Technical College*
- **Lindbloom Student Center** *- Green River College*
- **Allied Health Building** - *LWTech*
- **Salish Hall** - *Green River College*
- **Corporate Education Center** ***- LWTech, Redmond Campus***
- **Missile Assembly Building #3** *- United States Navy*
- **Wood Technology Center** *- Seattle Central College*
- **Colin Building Addition** *- South Seattle College*
- **Seattle Maritime Academy** *- Seattle Central College*

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 support flexible use, 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, Living Building Challenge, or any other sustainability measuring tool, sustainable design is at the core of our practice.

Practically, the Innovation and Technology Learning Center must attain at minimum LEED Silver certification. To achieve LEED Silver through the current version of LEED (Version 4.1) will take a concerted effort that begins at pre-design. Our approach to sustainable design not only focuses on energy efficiency and carbon reduction, but also contributes to improved productivity and well-being of the building's occupants and neighborhood. These features carry costs which must be considered when solidifying the overall project scope. Common green features we suggest be given attention include connections to nature through access to fresh air, daylight, and views; attention to occupant comfort (ergonomics and thermal, olfactory, and noise/vibration control); tight building envelopes; use of materials with minimized negative environmental impacts; highly efficient mechanical and electrical systems; alternatives to fossil fuels; on-site power generation; and preference for shared over dedicated spaces. Our site designs typically include drought-tolerant and native plantings, light fixtures that do not impact adjoining properties, and electric vehicle charging stations.

While community colleges have thus far been considered exempt from its provisions, Governor's Executive Order 18-01 requires state facilities "be designed to be zero energy or zero energy-capable, and include consideration of net-embodied carbon." Consistent with our firm's dedication to sustainable design, our recent community and technical college work has explored on-site energy generation, high-performance building envelopes, and carbon sequestration through the use of mass timber structures. All three strategies are included in our Center for Design at the Lake Washington Institute of Technology, which will likely receive construction funding in the 2023-25 biennium.

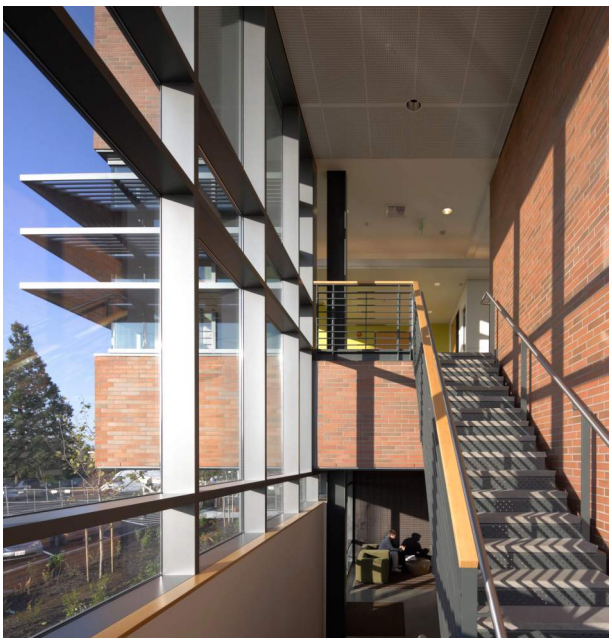
LEED: Leadership in Energy and Environmental Design

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 Laura Angst Hall, a science lab and allied health education facility, 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 *(see next sheet)*.

Sustainable Design Experience: Laura Angst Hall

Skagit Valley College

Mount Vernon, Washington



Schreiber Starling Whitehead Architects, together with Yost Grube Hall, created designs for this new 64,000-sf building providing labs, classrooms and offices for the Science and Allied Health programs at Skagit Valley College. It replaces the original Angst Hall which was built in 1956.

The new Laura Angst Hall provides learning environments for registered and practical nursing, medical assistant, pharmacy technician, phlebotomy assistant, and medical billing and coding. The nursing program features two new state-of-the-art human simulation labs where students practice their skills on animatronic mannequins that instructors control while their fellow students observe the training on large screens in the adjacent classrooms. In addition to these medical facilities, the new building also houses physical science programs providing classrooms and labs for astronomy, biology, chemistry, environmental conservation and physics. The project also provides 5,000 square feet of general education, interactive, distance-learning classrooms. Wi-fi networks and smart classrooms give students options for learning offered by other colleges and four-year universities across Washington.

Laura Angst Hall is the first Higher Education Building in Washington State to achieve LEED Platinum certification by the U.S. Green Building Council. Sustainable design features include raingardens incorporated into SVC's Environmental Conservation curriculum (which occupies the building), the melding of interior and exterior spaces, venturi valves within the lab fume hood exhaust airstream, heat recovery units, and roof-mounted PV array. These features are typical of science lab facilities today, but were revolutionary when the facility was completed 12 years ago.

LIFE CYCLE COST ANALYSIS EXPERIENCE

An iceberg aptly illustrates the total costs of facility ownership. While initial project costs are visible and well-understood, over a building's lifespan the present value of operations and maintenance costs can easily exceed initial capital expenditures. The life cycle cost analysis process seeks to balance initial and long term costs with the goal of encouraging the development of facilities that pose no undue burdens on public agencies, are predictable to operate and maintain, and conserve resources. SSW Architects, Tres West, and Wood Harbinger each have direct and extensive experience providing life-cycle and energy life-cycle cost analyses for our projects, beginning in predesign and continuing through post-occupancy. We see life-cycle analysis as both a sustainability strategy and value engineering process, where the generated data assists our clients in making informed decisions from a long term perspective. Core tools we use include OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT).

Benchmarking

As a first step to design of the Innovation and Technology Learning Center, we will develop "benchmark" costs for each building component based upon the approved C-100, data available from the predesign phase, and any Owner's Project Requirements (OPRs). These benchmarks will assist Olympic College and DES to understand where costs lie, allocate initial allowances for each building component, and begin the process of prioritization. Concurrently we will work with Olympic College Facilities Services staff to set benchmarks for operations and maintenance using historic data and actual need, rather than assuming the standard O&M budget allocation established during the SBCTC's biennial operations budget development process.

Comparative Analysis

During the Schematic Design (SD) phase, we will compare life cycle costs within six general categories (energy systems, mechanical systems, electrical systems, building envelope, siting/massing, and structural systems). In this phase we will explore trade-offs between low initial costs and long-term cost savings, identify the most cost-effective approach for a given use, and determine how long it will take for each component to pay back its incremental cost. During Design Development (DD), the design team will make increasingly detailed decisions about the final design for the building, including its mechanical, electrical, structural, telecommunications, and plumbing systems.

Execution

The best intentions of the life cycle cost analysis process are lost if the building as constructed does not meet the design criteria upon which LCCA decisions were based. Enhanced commissioning, using an independent commissioning agent (Cx) contracted throughout design and construction, is the best available tool for state agencies to assure (a) design decisions are based on sound information and (b) that each component is properly selected. We will work with the Cx throughout design and construction, to assure they are best able to exercise their expertise and to jointly prepare the Owner for the proper operation of the new facility.

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(if any)*: 2020-750

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
Schreiber Starling Whitehead Architects PS	**1987**	**606804466**

2b. STREET	5. OWNERSHIP
901 Fifth Avenue, Suite No. 3100	a. TYPE: **Professional Services Corporation**
2c. CITY: **Seattle** / 2d. STATE: **WA** / 2e. ZIP CODE: **98164**	b. SMALL BUSINESS STATUS: **Small Business**

6a. POINT OF CONTACT NAME AND TITLE	7. NAME OF FIRM *(If block 2a. is a branch office)*
Ross Whitehead, AIA, Principal	**NA**
6b. TELEPHONE NUMBER: **(206) 682-8300** / 6c. E-MAIL ADDRESS: **whitehead@sswarchitects.com**	

8a. FORMER FIRM NAME(S) (If any)	8b. YR ESTABLISHED	8c. DUNS NUMBER
Schreiber & Lane Architects / Schreiber Starling & Lane Architects	**NA**	**NA**

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
NA	Administrative	2	NA
06	Architect	9	NA
06	Intern Architect	4	NA
	Other Employees		
	Total	**15**	

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

a. EAS Profile Code	b. Experience	c. Revenue Index Number *(see below)*
029	General Classroom Buildings	2
029/060	Academic Libraries	1
029/058	Academic Laboratories	2
029/079	Campus Master Planning	2
029/089	Renovation of Academic Facilities	5
079	Predesign Studies	4
029/079	Readiness Centers	3
	Five Year Total	**9**

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

(Insert revenue index number shown at right)

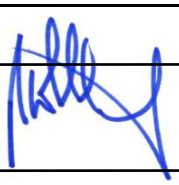
a. Federal Work	1
b. Non-Federal Work	7
c. Total Work	**8**

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 

c. DATE: **10/10/2022**

d. NAME AND TITLE

e. **Ross Whitehead, AIA, Principal**

ARCHITECTS

SCHREIBER
STARLING
WHITEHEAD

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ARCHITECTURE IN THE PUBLIC INTEREST