



Architecture that

# Honors Our Nation's Heroes

Project No. 2024-729

**SVH – Skilled Nursing Facility Replacement**

Washington State Department of Veterans Affairs  
Spokane Veterans Home  
(currently located at 222 East 5th, Spokane, WA 99202)

April 16, 2024 | 2:00 PM Local

orcutt | winslow

& Bernardo  
Wills



# Cover Letter

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April 16, 2024

Washington State Department of Veterans Affairs,  
Spokane Veterans Home  
(currently located at 222 East 5th Spokane, WA. 99202)

Dear Members of the Selection Committee:

The Veterans of Spokane and eastern Washington deserve a Home that serves those who served our nation. More than just a building, the replacement Veterans Home in Spokane represents an opportunity to provide the Veterans who currently and will reside in the new replacement home the very best quality of care and environment. We are honored to present our qualifications to assist the Washington Department of Veterans Affairs with your proposed feasibility study.

### **A Plan that applies recent "real world" Grant Application experiences**

We understand and applaud your desire to explore the opportunities that will advance the program and your investment in a new replacement facility for the existing Veterans Home in Spokane. In response, we have a plan that will leverage our tremendous experience with the VA's State Veterans Home Grant Program and apply it to the unique needs of your Veterans by working to create the right program for your new community.

### **Valuable Feedback**

The feedback we have received on the design of fourteen previous State Veterans Homes will serve well in giving the State of Washington the most cutting-edge, vetted, and operationally efficient project in the country. Our recently completed Idaho State Veterans Home in nearby Post Falls, Idaho exemplifies our teams experience working in the Inland Pacific Northwest and the unique climate and conditions that are specific to the greater Spokane area.

Our mission is to enable you to deliver amazing service with a new state-of-the-art State Veterans Home that combines the best attributes of the VA Small House model with essential staff efficiencies and savings in FTE expenses. We plan to: 1) exceed your goals in resident safety/dignity/privacy, 2) enhance operational and staffing efficiency, 3) create a welcoming environment for visitors and community members, 4) increase capacity with room to expand and, most importantly, 5) honor Veterans with the best possible quality of life.

### **How will we work with you to reach these goals? Our team offers the following advantages:**

- **Ability to focus on your specific needs via previous Federal VA and specific State of Washington agencies experience and relationships:** Orcutt | Winslow has experience working with 10 other State Department of Veterans Affairs along with the Federal VA's CFM division. Our partner engineer, Coffman, has extensive experience working with the State of Washington and served as civil engineer on our nearby Idaho State Veterans Home in Post Falls.
- **Experience working at the Spokane Veterans Home:** Our partner firm, Bernardo Wills, has done remodel work previously at the existing Spokane Veterans Home. Even though this feasibility study will focus on a replacement home, our team's past experience at the existing Spokane Veterans Home will be well served in identifying current needs and issues.
- **Build America Buy America Act (BABAA) Experience:** Our team is currently working on three active Veterans Homes projects all of which fall under the new BABAA requirements. As such, our team has become experts in identifying and incorporating U.S. made products into our projects. Additionally, we have successfully written and received approval on dozens of BABAA waivers based on "non-availability" of products that are only made by foreign manufacturers. This experience will be crucial in meeting the budget for the replacement home in Spokane and ensure Federal grant compliance with these new BABAA mandates.
- **Washington State Department of Health and latest Energy Code Experience:** Our partner firm, Bernardo Wills, has decades of healthcare experience with the State of Washington and is well versed in navigating the complexities of the State Department of Health and the latest Energy Code requirements. Early conversations with these authorities during the feasibility study will be crucial in developing a workable concept, budget and schedule that will meet and exceed these key regulatory requirements.
- **Ease with the Federal approval process:** Our close relationship with the Federal VA's CFM Division will ensure you an expeditious process to guarantee your compliance with the VA's deadlines and position the State of Washington well on the VA's federal priority list for FY26...and navigate and successfully incorporate all the new BABAA requirements!
- **Patient safety with post-Covid solutions:** We have worked with other states in incorporating new technologies and design solutions to better prepare for and protect our most vulnerable population against infectious diseases. Many of those are on display at the nearby Idaho State Veterans Home in Post Falls, just 20 miles east of Spokane.
- **Early and accurate cost estimates in relation to escalation:** Current market conditions compel us to look at right sizing your building program to ensure we can afford to deliver a wonderful 100-bed home for Washington's Veterans.

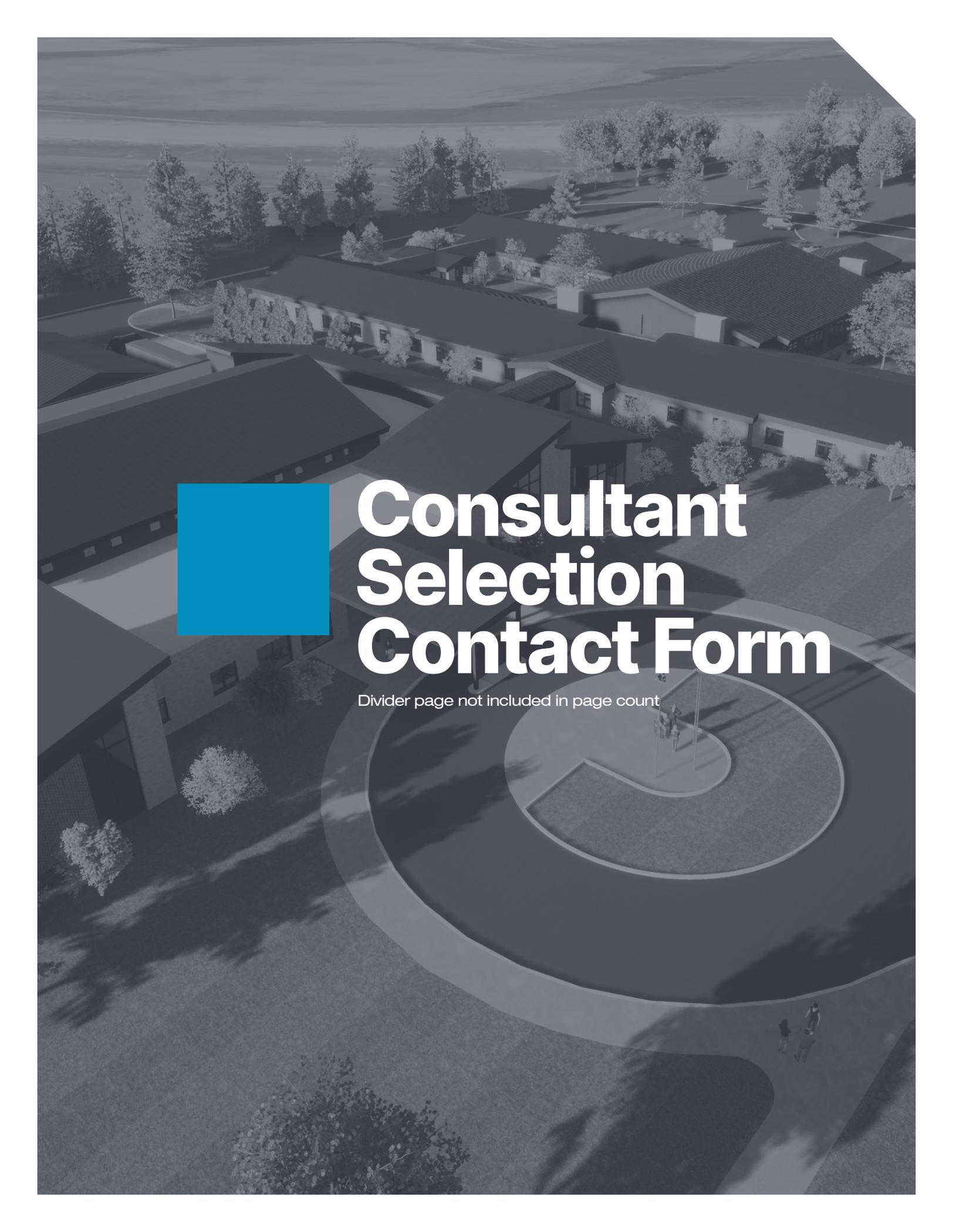
- **Implementation of “real-time” post-occupancy feedback:** Your replacement Home feasibility study will benefit from improvements in design and operational efficiencies achieved through Post Occupancy Evaluations of previous Veterans Homes. We have conducted nearly a dozen such evaluations interviewing all key stakeholders including key department heads, residents, families and department leaders.
- **Multiple building layouts on your proposed site:** Having designed more than a dozen new State Veterans Homes, we can quickly assess multiple parcels to determine the best site for the proposed replacement Veterans Home.
- **Understanding of efficiencies/operational costs/staff challenges:** We have strategies on new layouts and technologies that will reduce the number of FTE’s needed to run the replacement Home as well as a system of identifying the costs of operating a facility that allows optimization of the replacement Home.
- **Resident and staff-focused design:** Design of your new Home will center on comfort, dignity and effective care giving, that is specific to your residents’ and staffs’ unique needs. Limiting travel distances while offering the latest in resident and staff amenities is key to this effort.
- **Speed due to experience with the requirements:** Our experience with the VA process allows us to speed up a process when required to meet the VA’s strict deadline requirements. Saving time = saving money!
- **National experience with a local presence:** Local collaboration and representation will be championed by our partner Architect, Bernardo Wills, our local civil and structural engineer, Coffman, and our local landscape architect, SPVV.
- **VA Grant Application expertise:** Currently, our team has the distinction of having the only architect in the nation who currently has access to the Federal VA’s Confluence website. Mike Kolejka can assist WDVA to upload key documents related to the Phase A grant application.
- **Operations Consultant:** Our team is proud to have Jim Daraugh, Deputy Administrator for the Virginia Veterans Home in Richmond, VA as our operations expert. Jim’s long history of operating Veterans Homes will be key in the feasibility study. Furthermore, Jim can assist with the Needs Assessment, 3-year operations budget and 5-year capital outlay all of which are required for the VA Grant Application.

If you like what you see, please let us know by selecting us to interview. We would love to show you more. We have some great ideas about the Spokane feasibility study and Veterans Home design and are excited to discuss how today’s Veterans will benefit from this replacement home opportunity in Spokane.

For our team,



Mike Kolejka

An aerial rendering of a school campus. The image shows several interconnected buildings with dark roofs and light-colored walls. In the foreground, there is a large, circular playground area with a central structure and a path. The background features a line of trees and a distant landscape. A solid blue square is positioned to the left of the main title text.

# Consultant Selection Contact Form

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**STATE OF WASHINGTON**  
**DEPARTMENT OF ENTERPRISE SERVICES**

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

## Consultant Selection Contact Form

### Designated Point of Contact for Statement of Qualifications

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

Firm Name: <a href="#">Orcutt   Winslow</a>		
Point of Contact Name & Title: <a href="#">Michael Kolejka, Partner</a>		
Email: <a href="mailto:kolejka.m@owp.com">kolejka.m@owp.com</a>	Telephone: <a href="tel:602-257-1764">602-257-1764</a>	
Address: <a href="#">2929 N Central Ave</a>		
City: <a href="#">Phoenix</a>	State: <a href="#">AZ</a>	Zip: <a href="#">85012</a>



# Executive Summary

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# Executive Summary

## How a Collaboration with Orcutt | Winslow will benefit the State of Washington and its Veterans in the replacement of the Spokane Home



### 1. Ease with the Grant A Application Approval Process

Orcutt | Winslow has tremendous experience working with ten other state departments of Veterans Affairs/Services along with the Federal VA's CFM division. This includes 14 new and 16 major expansions/renovations of State Veterans Homes. Mike Kolejka's great collaboration with Anna Gaug, Pod 4's Grant Manager, will ensure your compliance with the VA's deadlines and position the State of Washington favorably on the VA's federal priority list for FY26.



### 2. National Experience Teamed with Local Expertise

Orcutt | Winslow is proud to partner with Bernardo Wills, Coffman Engineering and SPVV Landscape Architects to bring you a team well versed in Veterans Home design with exceptional local expertise. Several our team members worked on the nearby Idaho State Veterans Home in Post Falls, ID. Both Bernardo Wills Architects and Coffman Engineering have decades of healthcare experience with the State of Washington and are well versed in navigating the complexities of the State Department of Health and the latest Energy Code requirements. Early conversations with these regulators early in the feasibility study will be crucial in developing a workable concept, budget and schedule.



### 3. Site Analysis and Confident Decision-Making

A portfolio of designs from peer facilities has the opportunity to be one of your biggest assets in the advancement of the Spokane Veteran Home design. Orcutt | Winslow has been honored to serve as Architect and feasibility study lead for numerous State Veterans Homes over the past 14 years. Nearly all of the 14 new State Veterans Homes (many of which were replacement facilities) started with a feasibility study similar to what the Washington State Department of Veterans Affairs seeks to conduct for the Spokane replacement.



### 4. A "Right-Sized" Study

Our team has revolutionized our Veterans Home designs by minimizing wasted space while maximizing efficiency and amenities. By leveraging this valuable design experience, we can identify key areas where WDVA can save FTEs without compromising quality or resident care.

#### Program and approach for the Spokane Replacement Home:

- **Site Assessments:** Evaluate multiple sites around the greater Spokane region.
- **Environmental Assessment:** Develop key environmental criteria crucial in determining a site's viability and potential costs of remediation.
- **Conceptual Plan Development:** Develop a compact, cost-efficient, yet architecturally beautiful home. We will quickly assess the multiple sites and recommend the most appropriate.
- **Needs Assessment:** Jim Darragh, deputy Administrator at the Virginia Veterans Home in Richmond, VA, will develop an in-depth needs assessment to ensure our program will serve the needs of Eastern Washington Veterans for decades to come.
- **5-Year Capital Outlay + 3-Year Operations Budgets:** Jim Darragh and our design team will establish key financial metrics needed to ensure a successful and financially stable operation plan.
- **424C Master Budget:** Build a master project budget and detailed construction cost estimate with the appropriate escalation and other key financial metrics ensuring no "surprises" down the road.



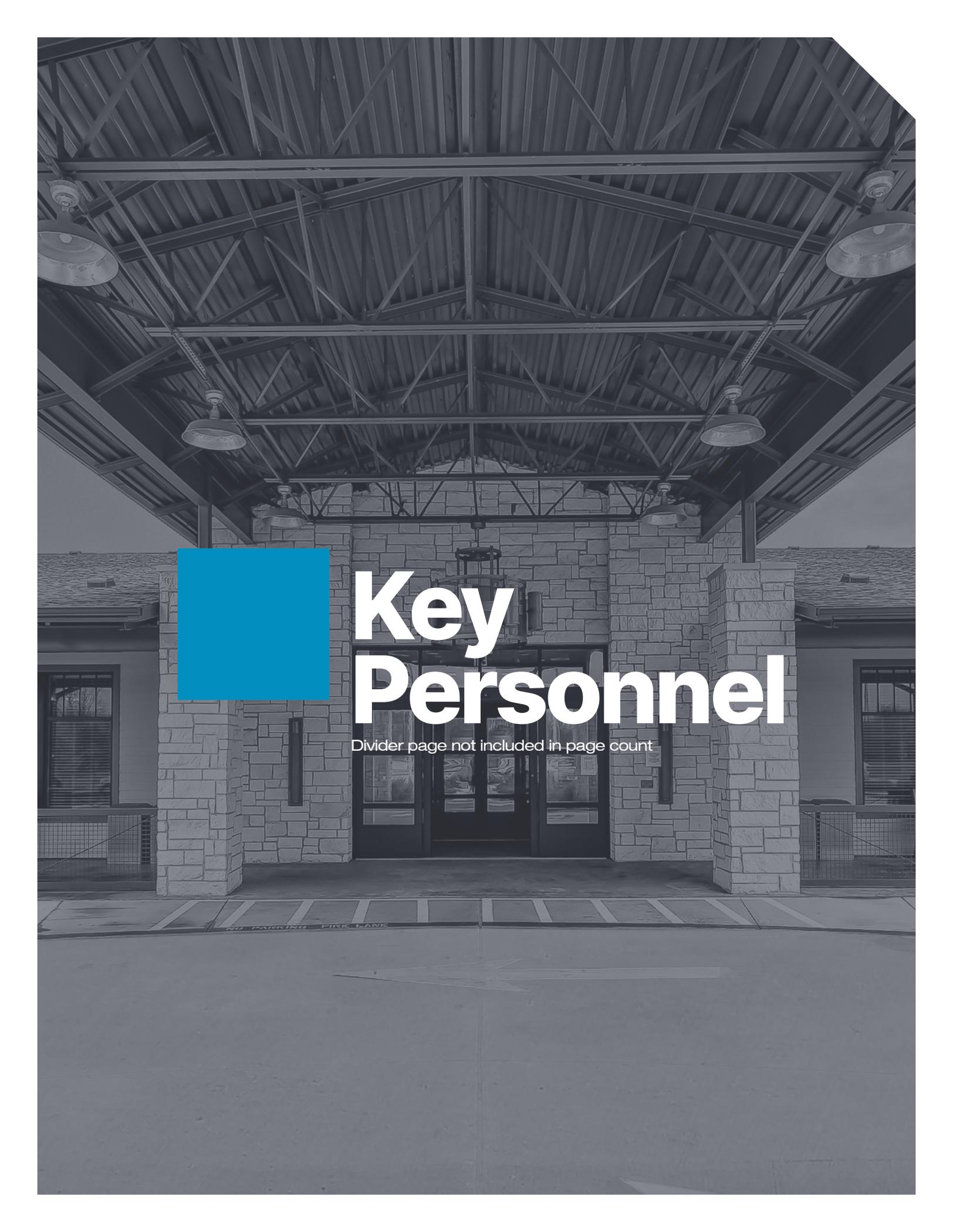
### 5. Early and Accurate Cost Estimates in Relation to Escalation

Current market conditions require us to right size the program. We will help you understand the costs for your new Veterans Home so you can make important decisions early in the process.



### 6. Implementation of "Real-Time" Post-Occupancy Feedback

Your Home will benefit greatly from previous Post Occupancy Evaluations of a dozen Veterans Homes that help us enhance each subsequent design. These evaluations offer data-driven improvements based on real-world feedback from stakeholders. Over the years we've incorporated more than 120 program and operational upgrades to our Veterans Home designs.



# Key Personnel

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# Qualifications of Key Personnel

## Recent and Previous Thought Leadership in Veteran Home Design



### Project Leadership Team



**Mike Kolejka**  
Senior Management Lead  
Planning | Programming  
VA Liaison

- 16 years experience, designing State Veterans Homes.
- Overseen all 16 of Orcutt | Winslow's past State Veterans Home projects.
- Extensive experience ensuring compliance with BABAA regulations.
- 12 post occupancy evaluation for Veterans Homes across the country.



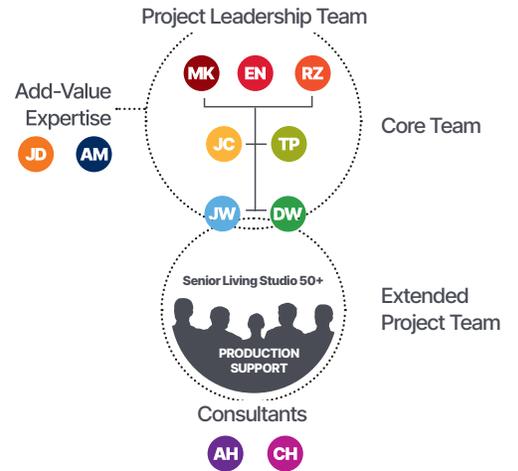
**Eric Nelson**  
Local Architect  
Quality Management

- Takes a thoughtful, creative approach to design, and quality.
- Extensive understanding of quality and project management, construction methods and materials, codes, and standards.
- His hands on approach is used through every phase, keeping his projects on track.



**Ryan Zane**  
Code and Healthcare Lead  
WA Dept of Enterprise Services Liaison

- Local architect with 28 years of architectural experience.
- Setting clients vision and goals as the top priority of every project is where he stands out and creating lasting relationships.
- Decades of working with Washington department of health.
- Expert at navigating Washington states new building and energy codes.



**Jim Darragh**  
Deputy Administrator: VA State Veterans Home  
VA Grant and Operations Specialist.

- Veteran administrator with over 30 years of achievement and increasing responsibility in leadership, resident and patient quality of life, financial management, physical plant operations.
- Offering broad knowledge base, wealth of experience, and exceptional record of success.



**Julia Collura**  
Project Design Lead  
Architecture Specifications | Construction Administration

- Eight years of design experience on State Veterans Homes, Julia intertwines innovation and purpose in every aspect of her projects.
- Known for strong client and contractor relationships navigating each project through a detailed design process.



**Tom Payton**  
Project Management  
Lead | Scheduler

- Served as project manager for the past nine State Veterans Home designed by Orcutt | Winslow.
- Passion for the ROI buildings received from strategic design solutions.
- Expert in general sustainable design.
- Expert in BAB A A compliance in relation to architecture and exterior products/finishes.



**Daily Wright**  
Interior Designer  
FF&E

- 27 years+ of experience in programming, interior design, senior living, healthcare and Veterans homes projects.
- Lead interior designers on the last 13 state veterans homes design by O|W.
- Extensive experience and ensuring compliance with the new BABAA requirements in relation to interior products/finishes.

### PHASED ROLES + RESPONSIBILITIES

Phase	Personnel
Visioning, Programming	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Project Management	MK, EN, RZ, TP, DW
Resource Management	MK, EN, RZ, TP, DW
Design	MK, EN, RZ, JC, TP, DW, AH, CH
Building and Site	MK, EN, RZ, JC, TP, DW, JW, AM, AH, CH
BIM Planning	JC, TP, DW, JW, AM, AH, CH
Specification	JD, JC, TP, DW, JW, AM, AH, CH
Quality Control	JD, JC, TP, DW, JW, AM, AH, CH
Sustainability	JC, TP, AM, AH, CH



**Joe Witte**  
QA / QC  
BIM Manager

- Project manager for three of OW's past state veterans homes.
- 34 years of experience in senior living in healthcare design.
- Discovery Implementation of Post Occupancy QA/ QC opportunities from previous design.



**Ashley Mulhall**  
WELL Building  
LEED Certification

- Ashley is at the helm of High-Performance Building and Sustainable Design at Orcutt | Winslow, leading the charge towards the 2030 Commitment to achieve a Net Zero Energy portfolio by 2030.



**Anne Hanenburg**  
Landscape Architect  
SVPP

- Teamed with Orcutt | Winslow on Idaho state Veterans Home in Post Falls, ID.
- Anne provides over 19 years' experience known as the healing garden guru.
- 30+ therapeutic garden and healthcare projects.
- Tenacious project manager with a passion for Veterans.



**Chad Heimbigner**  
Principal Civil Engineer,  
Site Evaluator  
Coffman Engineers, PE,  
LEED AP

- Teamed with O|W on Idaho state veterans home in Post Falls, ID.
- 28+ years of experience in civil engineering consulting with an emphasis on site development.
- Experience with Veteran Home sites throughout Washington and Idaho, assisted living facilities, and nursing homes throughout the region.

### PROJECT EXPERIENCE

Idaho State Veterans Home, Post Falls	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Roanoke Veterans Care Center	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Jones & Cabacoy Veterans Care Center	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Daniel K. Akaka State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Hawaii State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Florida State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Utah State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Richard A. Anderson State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Kentucky Bowling Green Veterans Center	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH
Arlington Tennessee State Veterans Home	MK, EN, RZ, JD, JC, TP, DW, JW, AM, AH, CH

### Consultants

**Civil | Structural Engineering**  
Coffman

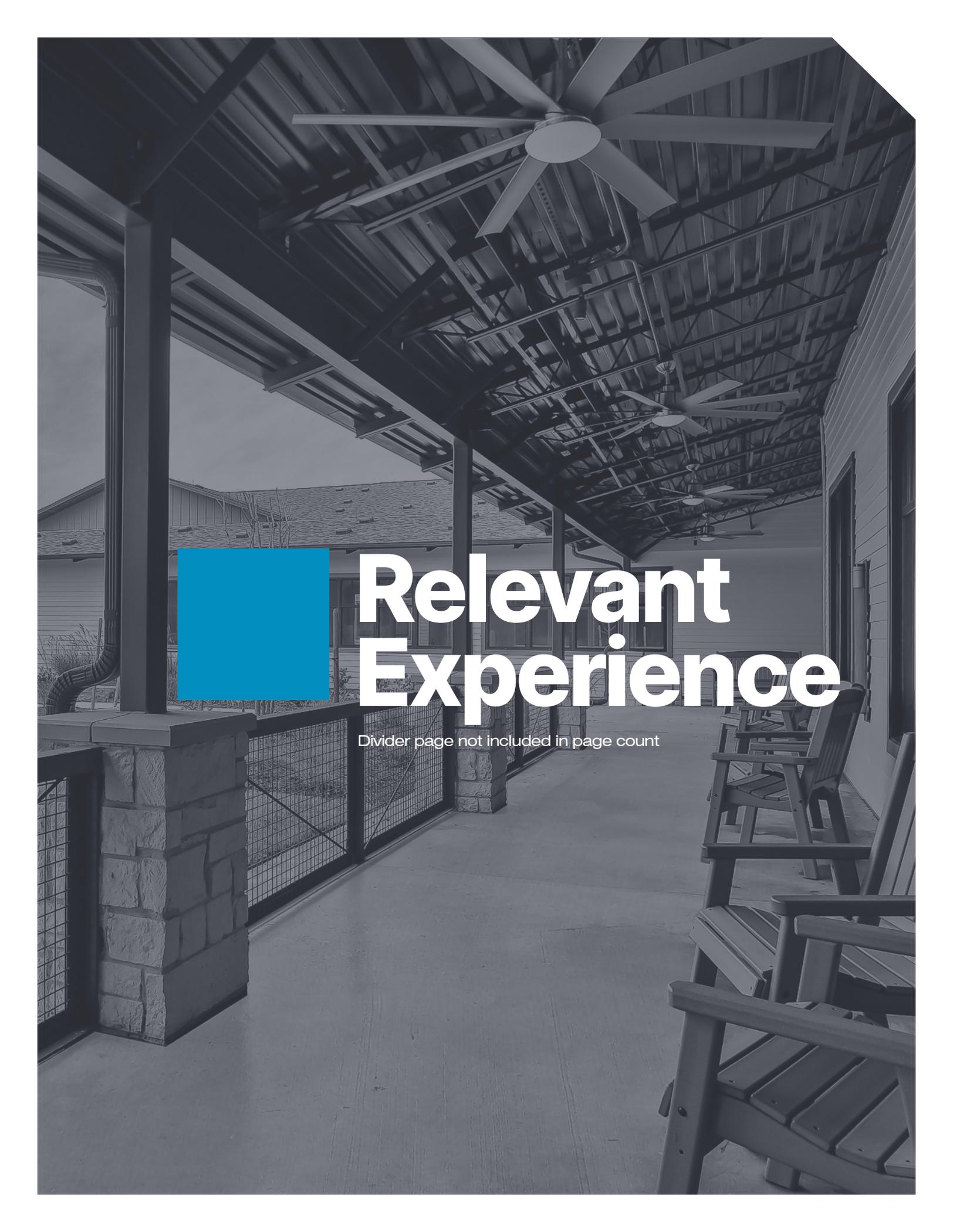
**Geotechnical | Survey**  
Terracon Consultants

**Environmental Consulting**  
Spring Environmental, Inc.  
(WEB certified)

**MEP | IT | Cost Estimating**  
TetraTech  
• Jenna McClure 50%  
• Angela Templin 50%

**Fire Protection**  
Coffman

**Food Service**  
Landmark Food Service



# Relevant Experience

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# Relevant Professional Experience

to the Feasibility & Replacement of the Spokane VA Skilled Nursing Home



## 1 A Premier Facility for Veterans

Idaho State Veterans Home, *Post Falls, ID*

- Skilled nursing facility with a centralized community center to promote engagement and social interaction with multiple common areas to foster a sense of belonging.
- Designed with 64 beds with growth potential.
- Grant application, feasibility study.
- Veterans Administration Small House Model.

## 2 Feasibility and Site Analysis for Virginia's Third New VA Home in Five Years

Roanoke Veterans Care Center, *Roanoke, VA*

- Grant application, feasibility study for replacement home, test to fit on selected candidate sites and budget for overall building area and project/construction costs.
- Proposed replacement provides a minimum site size requirement, test-to-fits for selected candidate sites, and budget for overall building area and project/construction costs.
- Work with local partner firm for Feasibility Study.

## 3 A Tale of Simultaneous Design Experiences on Two Unique Virginia Community-Driven Sites

Jones & Cabacoy Veterans Care Center, *Virginia Beach, VA*

- All private rooms organized into households within two neighborhood buildings that surround a central community center.
- Veterans Administration Small House Model Design Guidelines.
- Skilled nursing care and memory care for Veteran residents, including, rehab, physical and occupational therapy, speech and language pathology, nutrition and bathing assistance.

## 4 Small House Design within Site Density Application

Daniel K. Akaka State Veterans Home, *Oahu, HI*

- In partnership with local architect, MGA Hawaii, we designed one of the latest, enhanced versions of the State Veteran Home concept for the Hawaii Office of Veteran Services.
- Veterans Administration Small House Model Design Guidelines.
- Typical Facility includes four Neighborhoods and a Community Center.
- Comparable Gardens | Respite for residents, staff and visitors.
- LEED Silver Certification.

## 5 A Celebration of Culture in Site Selection and Design Intent

Hawaii State Veterans Home, *Maui, HI*

- Veterans Administration Small House Model Design Guidelines.
- Feasibility Analysis and Site Selection.

## 6 Phase 1 Feasibility Analysis Offering Advancements in Workforce Efficiencies, Recruitment & Adult Day Services

Florida State Veterans Home, Collier County, FL

- Feasibility Analysis and Site Selection.
- Inclusion of 40-participant Adult Day HealthCare program (ADHC).
- Designed with two 60-bed neighborhoods.
- Each neighborhood has three 20-bed households.

## 7 Innovative Small House Replacement Design

Utah State Veterans Home, Salt Lake City, UT

- Feasibility Analysis and Site Selection.
- Innovative Layout based on Post Occupancy Evaluations.
- Neighborhood Concept: Private Retreats: Within each household, residents enjoy their private havens featuring a living room, den/quiet room, dining area, and storage space – ensuring personalized and comfortable living spaces.
- Connected Living within Indoor/ Outdoor Harmony, Communal Dining Experiences and Community Center Hub.

## 8 A Transformative Culture of Care

Richard A. Anderson Texas State Veterans Home, Houston, TX

- 30 private resident rooms, divided into three 10-resident households.
- A balance of privacy and a sense of community support.

## 9 Economic Impact within the Tapestry of a Community

Carl M. Brashear Radcliff Veterans Center, Radcliff, KY

- An environment of care that fulfills the vision defined in the Department of Veterans Affairs, Office of Facilities Management, Community Living Center Design Guide.
- Four residential-style neighborhoods, forming a tapestry of community.
- Feasibility Analysis and Site Selection.

## 10 Application of Post-Occupancy Evaluations in New Home Design

Kentucky Bowling Green Veterans Center, Bowling Green, KY

- Design was based on Post Occupancy Evaluation of the previous State Veterans Home in Radcliff, KY (completed by this team in 2017).
- 74 design enhancements and efficiencies were incorporated into the design of the Radcliff Veterans Home.
- Growth and Expansion Potential for Expanding Population.

Project	Completion	Project Size	Delivery Method	Budget   Final Cost	Percent within budget	Schedule Conformance	Reference	Small House Design Guidelines or Hybrid Concept				Growth Potential			
								Phase A Grant Application	Feasibility Analysis	Site Evaluation	Memory Support Program	Parking	LEED Silver		
1 Idaho State Veterans Home Post Falls, ID	11/2022	88,400 SF / 64 beds (expandable to 128)	CMAR	\$48.6 M	>5% variance	Yes	Idaho Division of Veterans Services, Tracy Schaner, 208-473-1597, Tracy.Schaner@veterans.idaho.gov	✓	✓	✓	✓	✓	✓	✓	✓
2 Roanoke Veterans Care Center Roanoke, VA	Phase A Grant Submitted	206,700 SF / 192 beds	CMAR	\$125M	N/A	Yes	Virginia Department of Veterans Services, Steve Combs, 804-786-0286, steven.combs@dvs.virginia.gov	✓	✓	✓	✓	✓	✓	✓	✓
3 Jones & Cabacoy Veterans Care Center Virginia Beach, VA	11/2023	131,000 SF / 128 beds	CMAR	\$57.9M	> 3% variance	Yes	Virginia Department of Veterans Services, Steve Combs, 804-786-0286, steven.combs@dvs.virginia.gov	✓	✓	✓	✓	✓	✓	✓	✓
4 Daniel K. Akaka State Veterans Home O'ahu, HI	4/2024	124,000 SF / 120 beds	BID   BUILD	\$77M	>3% variance	Yes	Hawaii Office of Veterans Affairs, Thomas Driskill, 8008-499-9917, tmdriskill@gmail.com	✓	✓	✓	✓	✓	✓	✓	✓
5 Hawaii State Veterans Home Maui, HI	Grant A	60-bed with Expansion capability	N/A	\$85M		Yes	Hawaii Office of Veterans Affairs, Thomas Driskill, 8008-499-9917, tmdriskill@gmail.com	✓	✓	✓	✓	✓	✓	✓	✓
6 Florida State Veterans Home Collier County, FL	6/2027 (est)	115,700 SF / 120 beds + Adult Day	CMAR	\$88.4M	N/A	Yes	Bob Asztalos, 850-284-1166, bob.asztalos@fdva.fl.gov	✓	✓	✓	✓	✓	✓	✓	✓
7 Utah State Veterans Home Salt Lake City, UT	9/2026 (est)	110,000 SF / 105 beds	CMAR	\$55.2M	Tracking within 2%	Yes	Utah Department of Veterans & Military Affairs, Gary Hartner, 801-440-6946, Gharther@utah.gov	✓	✓	✓	✓	✓	✓	✓	✓
8 Richard A Anderson State Veterans Home Houston, TX	12/2019	136,000 SF / 120 beds	BID   BUILD	\$45.7M	>5% variance	Yes	Texas General Land Office, Jeff Kauffman, 512-936-3512, Jeff.Kauffman@GLO.TEXAS.GOV	✓	✓	✓	✓	✓	✓	✓	✓
9 Carl M. Brashear Radcliff Veterans Center Radcliff, KY	5/2017	130,800 SF / 120 beds	BID   BUILD	\$3.5M	>5% variance	Yes	Kentucky Department of Veteran Affairs, Mark Bowman, 502-564-9281, mark.bowman@ky.gov	✓	✓	✓	✓	✓	✓	✓	✓
10 Kentucky Bowling Green Veterans Center Bowling Green, KY	12/2024 (est)	72,000 SF / 60 beds	BID   BUILD	\$39M	Tracking within 2% of revised budget	Yes	Kentucky Department of Veteran Affairs, Mark Bowman, 502-564-9281, mark.bowman@ky.gov	✓	✓	✓	✓	✓	✓	✓	✓
11 Arlington Tennessee State Veterans Home Arlington, TN	3/2025 (est)	122,400 SF / 126 beds (expandable to 144)	CMAR	\$58M	Tracking within 4%	Yes	Tennessee State Veterans Home, Taylor Wyrick, 605-225-1816, twyrick@tsvh.org	✓	✓	✓	✓	✓	✓	✓	✓

An architectural rendering of a modern building with a large, overhanging roof structure. The building features large glass windows and a paved walkway. In the foreground, several people are gathered, including one person in a wheelchair. The scene is set outdoors with some landscaping. A large blue square is positioned to the left of the main title text.

# Project Approach

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# Our Team's Approach to Maintaining Scope, Schedule & Budget

See Performance on Page 4

1

Frame

## Philosophy + Approach

- Validate Project Vision + Scope
- Validate Project Budget
- Validate Project Guiding Principals
- Apply Guiding Principals to all Design Decisions
- GOAL: Approved Program + Scope at End of Programming

2

Model

## Budget / Cost Control Tools + Process

- Budget + Scope = Base Target Value Design Cost Model
- Dynamic Cost Modeling
- Real-Time Design Pricing
- Real-Time Market Adjustments

3

Forecast

## Design Schedule Control Tools + Process

- Establish Detailed Design Schedule + Workplan
- Dynamic CPM Scheduling
- Real-Time Design Scheduling
- Real-Time Design Supply Chain Adjustments

4

Principals

## Keys to Success

- Collaboration + Transparency: All Stakeholders at the Table
- Explore All Design Options Early
- Use Guiding Principals to Control Scope/Budget/Schedule Creep
- Stakeholder Buy-in + Sign-off at Each Phase

Achieving and maintaining project scope, schedule, and budget for the new Spokane Replacement Veterans Home in Washington State is a meticulous process undertaken by a strategically aligned Veterans Home Design team. Here's how we will accomplish this for the Spokane Veterans Home:

### Owner's Project Scope Development within Budget Constraints:

Orcutt | Winslow carefully collaborates with stakeholders to define the project scope while adhering to budgetary limitations. By leveraging the most up-to-date expertise and experience, our team will prioritize essential features and allocate resources efficiently. For instance, we can streamline design elements or propose cost-effective materials without compromising quality for extensive post-occupancy evaluation criteria.

### Tools and Methods for Project Scheduling:

Orcutt | Winslow utilizes advanced scheduling tools and methods for both design and construction phases. This software is used to create detailed project timelines, identify critical milestones, and allocate resources effectively. Weekly internal meetings ensure proactive management of project schedules, allowing for adjustments to be made promptly to prevent delays.

### Interrelationship of Scope, Schedule, and Budget Management:

Orcutt | Winslow understands the interconnected nature of scope, schedule, and budget management in project success. For example, by defining a clear project scope early on, we can accurately estimate costs and develop realistic schedules. Throughout the project lifecycle, project goals are continuously monitored in real time to adjust to the parameters and maintain alignment. If scope changes arise, the impact is assessed on schedule and budget to make informed decisions that keep the project on track.

By effectively managing the interrelationships between scope, schedule, and budget, Orcutt | Winslow ensures the successful completion of projects like the Spokane Replacement Veterans Home. This proactive approach, combined with robust project management strategies, results in high-quality facilities delivered within budget and on schedule.

## Our team was handpicked to meet the unique challenges of this project based on the following qualifications:

### Long history and proven commitment to the state of Washington and WDES.

- Federal VA grant experience and design requirements.
- WDES design standards.
- Excellent work history with Post Falls Veterans home.

### Relationship based on trust and shared values.

- Innovative design, and client satisfaction.
- Commitment to budget, quality, and schedule.

### Shared respect for veterans and desire to improve their lives.

### Shared culture of innovation, partnering, and teamwork.

### Proven knowledge of skilled nursing codes, and regulations.

- FGI guidelines, Washington, SBCC.
- NFPA101 VA small house design guidelines.

## Management plan

- Establish culture of partnering and accountability.
- Strong senior team leader: Mike Kolejka.
- Buy-in to client/project vision, mission, and guiding principles.
- Clear roles and responsibilities.
- Clear expectations, regarding budget, quality, schedule, and deliverables.
- Regular programming team meetings review all of above.
- Sub consultants are required to attend all project programming meetings.

## Tools and Methods

### Collaboration technology.

- BIM360
- ProCore
- Bluebeam studio

### Design issues log.

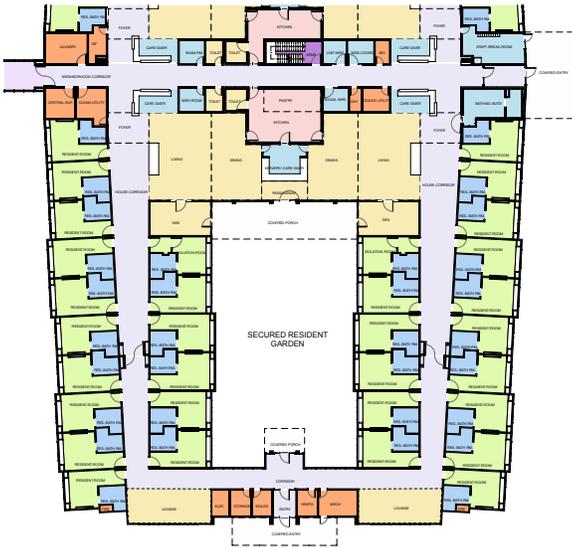
### Collaborative QA at key stages.

# Feasibility Study: Our Approach

Ideas for The State of Washington Spokane Veteran Home

## Grant A Application: Leveraging Experience, Relationships and Communication

Our team is thrilled to have the opportunity to present our qualifications for the Spokane Veterans Home replacement feasibility study. This will be our fifteenth feasibility study for a new or replacement Veterans Home, so our team is well versed with the key deliverables needed for this study. We have become experts the VA Construction Grant Program and the very intricate and complex requirements to ensure the grant is submitted on time and, even more critically, accepted and approved by the Federal VA.



### Stakeholder Success | Vision Statements For Program Development

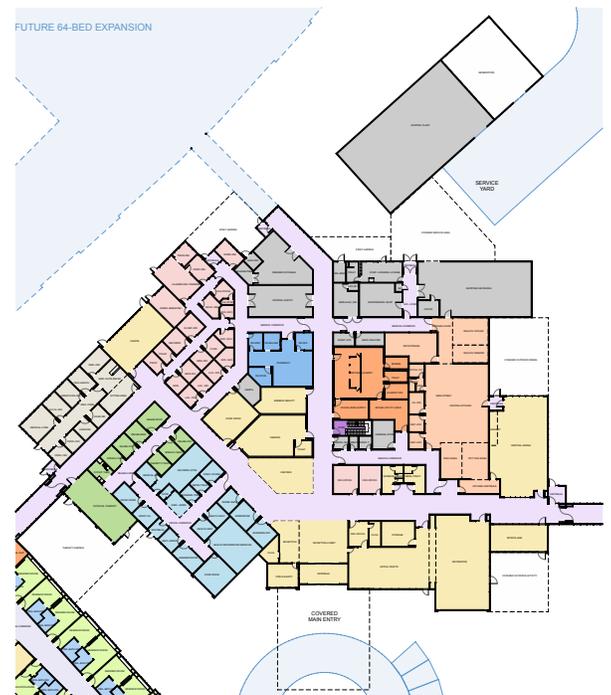
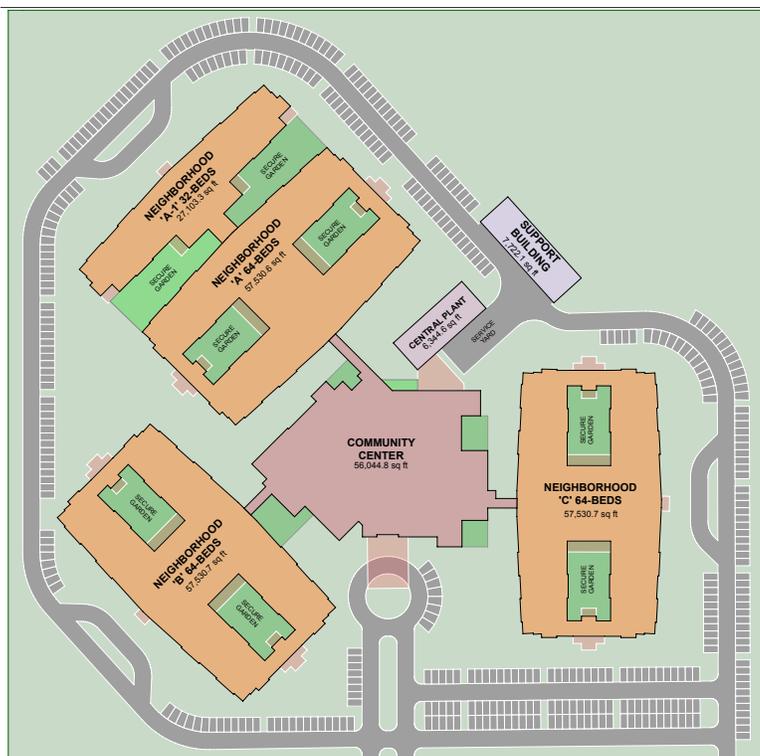
In our very first meeting, we will want ALL stakeholders present to develop two essential items before we progress with the study:

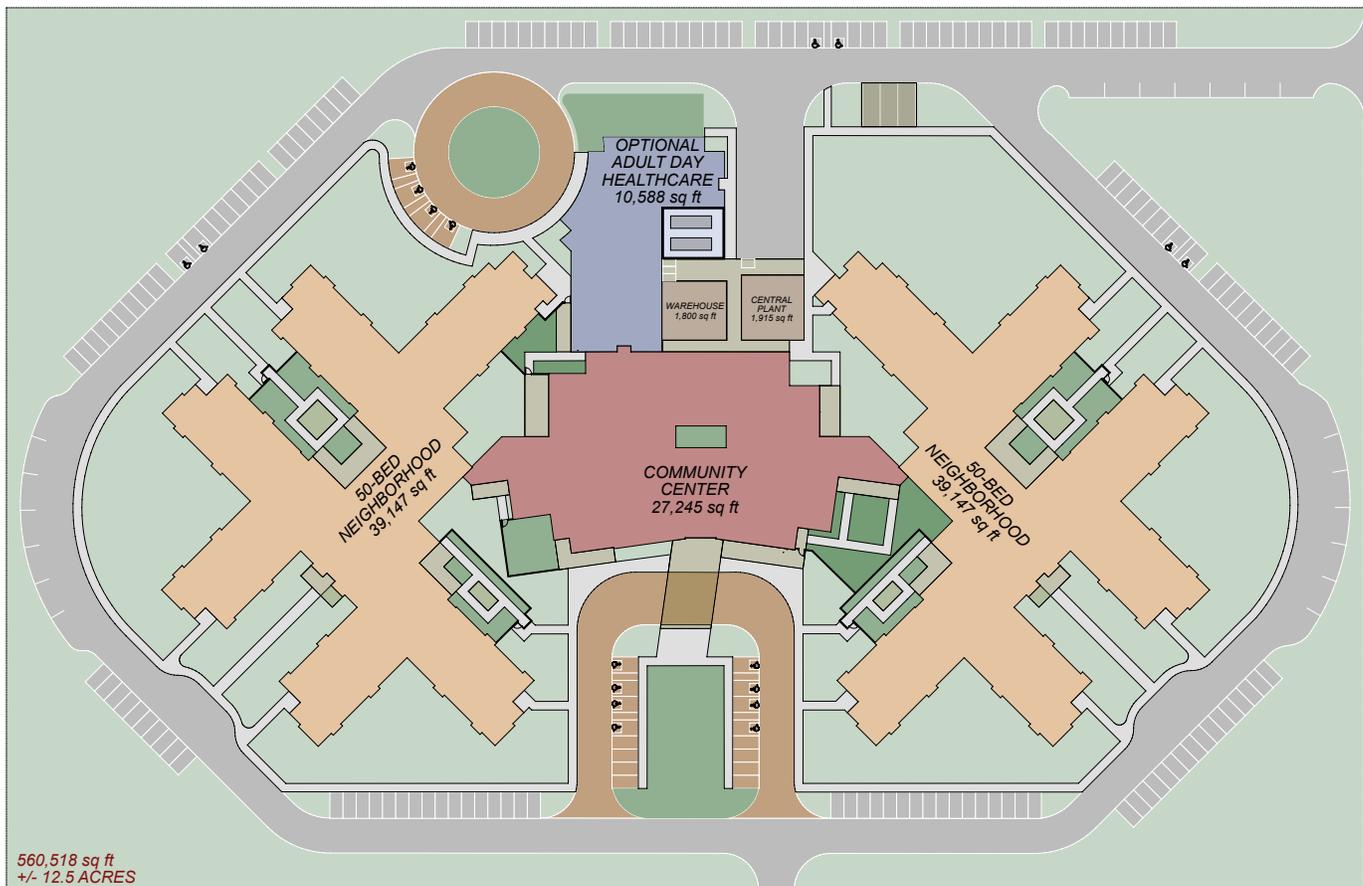
- Our shared mission/value statement.
- Key project goals.

These two key elements will set the tone and guide us through the entire process from initial studies to a complete Federal Construction Grant Application. We have successfully woven the mission/value statement and key project goals into all of our past project meetings and they will remain at the forefront of everything we will do with this feasibility study.

### Right-Sizing Project Scope for Site Selection Option Analysis

The majority of our past grant applications / feasibility studies have included multiple sites/parcels to evaluate. Critical to this effort is "right-sizing" the scope to identify the optimum site for our Veterans' future home in the Spokane area.





## Here's an idea...Option Exploration

Identifying these major project elements first will help inform the required parcel size for the proposed replacement Spokane Veterans Home. We have taken the liberty of putting together a “rough draft” of what a potential 100-bed replacement home could look like. We want to emphasize that this is just one idea that hasn’t had the benefit of any programming or stakeholder feedback. However, it represents our latest and greatest Veterans Home concept that we believe will offer some great discussion points to kick start the feasibility study.

The included conceptual site and floor plan are based over ten Post Occupancy Evaluations on recently completed State Veterans Homes, countless hours of innovation and copious input from Veteran residents, caregivers, administrators, facilities staff, housekeeping, culinary and program activities staff.

### Conceptual Hierarchy

Our proposed concept includes a Community Center flanked by two residential Neighborhoods. Each neighborhood would offer 50 private resident rooms (50 x 2 = 100 total beds).

#### Community Center

The Community Center would serve as the town hall for the campus and would host amenities used by most residents. These key program areas would include:

- Multipurpose Room
- Therapy Program
- Chapel/Lifelong Learning Program
- Library
- Conference and meeting spaces
- Sports Bar
- Coffee Shop
- Canteen/Sundries
- VSO Office/Business Office

These amenities would be located along a central circulation path we like to describe as the Promenade. We encourage views to outdoor amenities along the Promenade with key amenities serving as anchors at each end helping residents and guest with wayfinding.

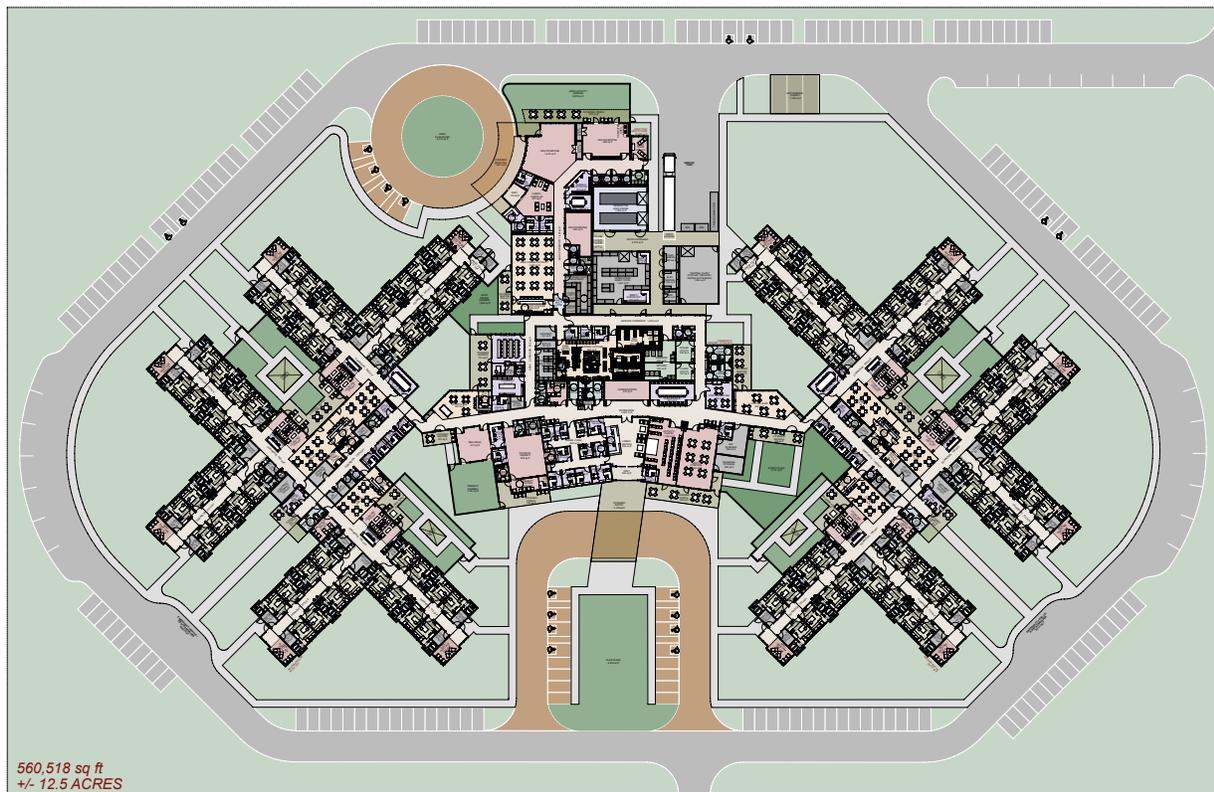
Additionally, the community center would provide all the campus-wide support programs including:

- Administrative Offices
- Central Kitchen
- Central Laundry
- Pharmacy
- Central Plant/Maintenance
- General Storage and Support Program

#### Program Development: What will it include?

We like to approach this effort by identifying the key project scope first. This encompasses confirming key project details that include:

- Size and quantity of neighborhoods (# beds / household)
- Target gross square footage per bed (ideally less than 1,000 GSF/bed)
- Key resident amenities identified (size and quantity)
- Key staff amenities identified (size and quantity)
- Key outdoor amenities identified (size and quantity)
- Type of building support systems (ie.: central plant, warehouse, loading dock, etc..)



### Neighborhoods

Flanking the Community Center are the two Neighborhoods. Each one is laid out with two 16-bed households and one 18-bed household. The core of both neighborhoods would house the key support functions including a centralized support kitchen along with a bathing suite, conference/care planning room, staff break/respite room and support/facility spaces. Each household would be like a large home with private resident rooms along a daylight passageway with ample daylight, views and household amenities long the path. To reduce the travel distances that residents would need to negotiate, we have arranged each household in an L-shape with den/quiet rooms at the end of each eight-bed wing. A caregiver collaboration area and living room would be located at the intersection of the two wings of each household. This gives caregivers excellent sightlines to ensure all resident areas are able to be seen and safety is upheld.

To help with staffing and efficiencies, each household dining would be served from a centralized support kitchen/pantry back feeding residential-style serveries for each household dining. Furthermore, two households can share a courtyard as well with ample covered outdoor seating, dining and activity space. These covered areas could even be enclosed with glass to serve as a sunroom allowing resident to enjoy the outdoors even during eastern Washington's harsh winter months.

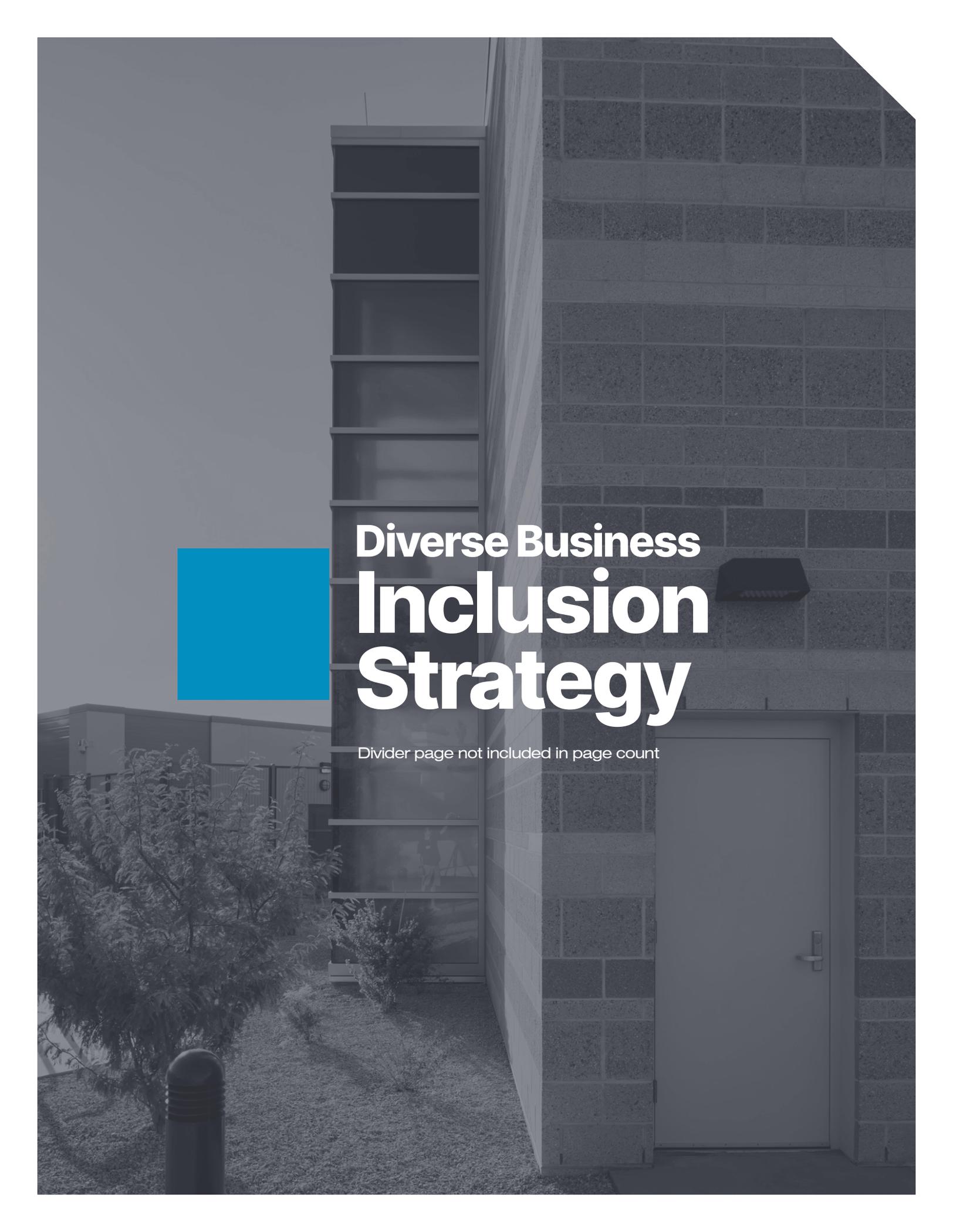
At the end of each household wing, a soiled linen/trash room is proposed that is accessible via exterior doors to allow those "unpleasant" products to be transported via golf cart to the central laundry and service yard. This avoids those items being transported within the building along key resident and visitor areas, helping to drastically reduce potential infection control issues.

Each resident room is proposed as a junior suite with a sleeping and living area. Nested bathrooms allow for a complete and unobstructed view of the resident room for caregivers to be able to effectively safeguard residents from harm and make their jobs easier. Each neighborhood also has a dedicated first responder vehicle pull-out and entry allowing emergency services to reach the resident areas more quickly, saving valuable minutes and avoiding the look of a fire truck or ambulance sitting at the front door with flashing lights.

Outdoor amenities include a therapy garden with multiple walking surfaces, ramps and stairs. Additionally, a large event plaza accessible off the Multipurpose Room can hold community wide events during pleasant weather while the main entry drive can also host food trucks, car shows, motorbike shows and other popular events.

### Adult Day Healthcare – An option to consider

Another idea we wish to share with the Spokane Veterans Home team is the possibility of including an Adult Day Healthcare (ADHC) program as part of the replacement home program. We recently completed a similar feasibility study for the Florida Department of Veterans Affairs and we included a 40-slot Adult Day program as second grant application in parallel with the Veterans Home. This could be a great opportunity to expand the reach of the Spokane Veterans Home offering essential daycare services to Veterans who may not yet be ready for skilled nursing care. This ADHC could also serve as a feeder for future residents to the home and extend the mission of the Washington Department of Veterans Affairs in Eastern Washington. Again, this is just a suggestion, but one we are excited to discuss more during our interview.



# Diverse Business Inclusion Strategy

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# Diverse Business Inclusion Strategies

After a couple of years of developing policies related to Diversity, Equity, Safety, Worker Benefit, Local Benefit, and Stewardship, Orcutt | Winslow has recently completed the JUST Label for Social Equity. JUST is a nutrition label for socially just and equitable organizations. This approach requires reporting on a range of organization and employee-related indicators.

As a company that prides itself on being community advocates with a direct impact on the built social environment, we acknowledge that we have both the agency and duty to contribute to these collective efforts to promote social diversity and equity. As a results-oriented profession in the age of social media, we emphatically believe in authenticity, and that actions speak louder than words. But we also recognize that we must clearly declare and communicate our intentions and aspirations in order to fully realize them in our everyday lives.

For this reason, Orcutt | Winslow commits to:

## Community Engagement:

We will not stand on the sidelines. Our firm is built on the principles of human-centered architecture and we are the proud designers of spaces and places that focus on community growth via active public participation in civic societies and institutions. When our community hurts, we hurt. We will champion the empowerment and inclusivity of all peoples and communities we serve.

## Transparency:

Concerned citizens across the United States are challenging us all to internally reflect on how we can do better. In that same spirit of self-critical awareness, we are utilizing these voluntary disclosure programs, such as the JUST Label, to better evaluate the current state of our office culture and specifically identify areas for improvement. We will continue with our meticulous introspection and disclosure to hold ourselves to higher standards as people and professionals.

## Diligent Action:

This is a historic cultural and social movement; it is not a brief social media moment. We recognize that this requires a permanent, authentic commitment to social justice, and we will strive to make constant, tangible forward-progress. We will be persistent in our daily personal and professional lives to model and concretely realize equity, inclusion, and justice. Our office has adopted a more robust internal policy of non-discriminatory conduct to better hold ourselves accountable. To hold our project partners to the same standards of professional conduct, we've also incorporated some of that same language in our standard AIA contracts.

We believe that through these commitments we can build more of what the world really needs: justice, inclusion, and unconditional kindness.

**While we have defined a team, we are continuing to pursue consulting partners that will help us meet the Governor’s diversity aspirational goals as noted below.**

- 10% Minority Owned Business certified by the Washington State Office of Minority and Women Business Enterprises.
- 6%, Women Owned Business certified by the Washington State Office of Minority and Women Business Enterprises.
- 5% Veteran Owned Business certified by the Washington State Department of Veterans Affairs.

Specialty	Firm Name	Diversity Status	Scope Of Work In Feasibility Phase	% Of Overall Work
Civil Engineering	Coffman Engineering	N/A	Site analysis, utility capacity, grading, suitability of potential site parcels under consideration.	5.0%
Environmental Phase 1	Spring Environmental, Inc.	WBE	Site environmental analysis, suitability of potential site parcels under consideration.	1.0%
Geotechnical	Terracon Consulting	N/A	Soils borings and seismic wave analysis to evaluate suitability of potential site parcels under consideration (if not already procured by the State).	1.0%
Landscape Architect	SPVV Landscape Architects	N/A	Narratives of potential resident, staff gardens and other outdoor amenities for the project narrative and to assist with programming and conceptual cost estimates.	3.0%
Cost Estimator	JLD Cost Consulting	N/A	Evaluate programmatic building and site costs that will be needed for project feasibility study and for 424C and Budget Justification Worksheets (required for Federal VA grant).	5.0%
MEP Engineering	TetraTech	N/A	Narratives of potential mechanical, plumbing and electrical systems for the project narrative and to assist with programming and conceptual cost estimates.	7.5%
Structural Engineering	Coffman Engineering	N/A	Narratives of potential structural systems for the project narrative and to assist with programming and conceptual cost estimates.	5.0%
Food Service Consultant	Landmark Food Service	N/A	Narratives of potential food service spaces and functionality for the project narrative and to assist with programming and conceptual cost estimates.	1.0%
Land Use / Community Consulting	Ethos	WBE	Narratives of potential laundry spaces and functionality for the project narrative and to assist with programming and conceptual cost estimates.	1.0%
MEP Engineering	TetraTech	N/A	Narratives of potential low-voltage, security, access control and A/V systems for the project narrative and to assist with programming and conceptual cost estimates.	1.0%
Door Hardware	Allegion	N/A	Narratives of potential door hardware and functionality for the project narrative and to assist with programming and conceptual cost estimates.	1.0%
<b>TOTAL CONSULTANT POTENTIAL</b>				<b>31.5%</b>



# SF 330 Part 2

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# ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

2024-729

## PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (or Branch Office) NAME The Orcutt   Winslow LLLP			3. YEAR ESTABLISHED 1972	4. UNIQUE ENTITY IDENTIFIER 098041098
2b. STREET 2929 N. Central Ave., Eleventh Floor			5. OWNERSHIP	
2c. CITY Phoenix	2d. STATE AZ	2e. ZIP CODE 85012	a. TYPE Limited Liability Limited Partnership	
6a. POINT OF CONTACT NAME AND TITLE Mike Kolejka, Partner			b. SMALL BUSINESS STATUS N/A	
6b. TELEPHONE NUMBER 602-257-1764		6c. EMAIL ADDRESS kolejka.m@owp.com		
8a. FORMER FIRM NAME(S) (If any)			8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

Herman Orcutt & Associates  
The Orcutt/Winslow Partnership  
The Orcutt/Winslow Limited Partnership

1971

### 9. EMPLOYEES BY DISCIPLINE

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

a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative/Operations/Marketing	33		8	Auditoriums & Theatres	5
06	Architects/Technical Staff	139		C17	Commercial Buildings	1
37	Interior Designers	17		C06	Churches; Chapels	3
				C11	Community Facilities	5
				24	Fire Alarms	1
				27	Dining/Kitchen/Foodservice	4
				29	Education Facilities	8
				30	Gyms/Stadiums/Field Houses	5
				39	Garages/Vehicle Maintenance	3
				48	Healthcare Facilities	8
				50	Housing Group Homes	6
				58	Laboratories	2
				60	Libraries	2
				72	Office Buildings	4
				78	Planning	4
				79	Master/Site Planning	4
				89	Rehabilitation Facilities	2
				202	ADA Consulting	4
				C02	Cemeteries	3
				C06	Churches	3
				C11	Community Facilities	5
	Other Employees			C11	Community Facilities	5
<b>Total</b>		189		105	Interior Design	3

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS  
(Insert revenue index number shown at right)

### PROFESSIONAL SERVICES REVENUE INDEX NUMBER

a. Federal Work	5
b. Non-Federal Work	9
<b>c. Total Work</b>	<b>9</b>

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

### 12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 04/16/2024
c. NAME AND TITLE Mike Kolejka, Partner	

orcutt | winslow

& Bernardo  
Wills

2929 N Central Ave.  
Eleventh Floor  
Phoenix, Arizona 85012  
602.257.1764

[www.owp.com](http://www.owp.com)

153 S Jefferson Street  
Spokane, WA 99201  
509.838.4511