



**ON-CALL
CAMPUS ARCHITECT(S)
FOR BELLEVUE COLLEGE**

Project No. 2025-829

Statement of Qualifications

Starling Whitehead & Lux Architects

901 Fifth Avenue, Suite 3100

Seattle, WA 98164

www.swlarchitects.com

August 8, 2025

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Mr. Peter Maus
Engineering & Architectural Services / Facility Professional Services
Department of Enterprise Services
1500 Jefferson Street SE
Olympia, WA 98504

Subject: On-Call Campus Architect(s) for Bellevue College
Agreement No. 2025-829

Dear Peter and Other Members of the Selection Committee:

Starling Whitehead & Lux Architects brings over 37 years of experience in solving the tough capital challenges faced by public agencies. We have successfully executed many dozens of projects as on-call architects for SBCTC institutions, including Bellevue College. A small business enterprise as defined by RCW 39.26.010, under prior on-call agreements we have helped secure capital funding and grant funding for critically needed facilities, conducted facility assessments, led OFM predesign studies, and updated master plans. We have responded to facilities emergencies, modernized elevators, replaced air handler units, fixed leaking roofs, upgraded restrooms, corrected ADA deficiencies (including at parking lots), and resolved many other site and building condition, safety, and functional issues commonly faced by our clients. We have brought new purpose to obsolete spaces and buildings through remodels and renovations. These represent the plethora of projects your on-call campus architects may be called upon to address.

Yes, we have designed and successfully executed major projects throughout our history, but our firm is based on the premise that these represent just a fraction of the facilities challenges facing our clients. Our focus rather is on *total* client service. Regardless of project size and scope, our process applies the same holistic approach to making the right design decisions at the right time on every project we have the privilege of receiving.

Working entirely within the public realm, we understand that project funding is rarely characterized as generous. Your on-call architects must align scope with available budget and hold the line against scope creep. This requires understanding cost allocation from the earliest project stages, monitoring cost impacts as design proceeds, developing well-coordinated and easily understandable bid documents, and taking a proactive approach to cost management during construction. Our cost control processes assure taxpayer dollars are well spent.

Unlike major projects, unspent 2025-27 minor project funding will likely disappear after June 30, 2027. We understand the critical need to complete work on time and the role realistic scheduling plays in achieving that result. With 80 percent of our work being for higher education clients, we also understand the importance of tying project schedules to agency operations, e.g. academic schedules.

We are excited by the prospect of further service to Bellevue College through your 2025-27 minor projects. We have the team in place with proven skills and experience. Equally important is our history of committed service to agencies throughout the state, a history which demonstrates how we apply processes, capabilities, experience, and resources to best serve the Department of Enterprise Services and Bellevue College.



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

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

| | | |
|---|---|--------------------------------|
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INTRODUCTION

Founded in 1987, Starling Whitehead & Lux Architects offers a team of thoughtful and motivated architects and planners, equipped with proven project delivery methodologies and supported by technically proficient subconsultants sharing our core values. Through effective leadership of our project teams at all phases of planning, design, and construction, we ensure that the talents of individual team members are effectively applied to solve our clients' short- and long-term needs. 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. Nearly 100 percent of our current work is for Washington State government agencies, and 80 percent is for Washington State higher education institutions.

We work at all scales and offer a full range of architectural services including:

- Capital Funding Request Assistance
- Functional Programming
- Project Feasibility/Pre-design Studies
- Master Planning
- Building Condition Evaluation
- Renovation
- Restoration (including restoration of historic properties)
- Adaptive Reuse
- Site Design
- Building Design
- 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. While we have designed and successfully executed buildings with budgets exceeding \$45M, we exist to serve our clients' complete facilities needs rather than just their major projects. We cut our teeth planning for *tomorrow*, addressing *today's* minor needs, and solving the myriad issues necessary to keep *yesterday's* building relevant to its users. 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. We deliver our projects on time and within budget.

QUALIFICATIONS OF KEY PERSONNEL

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

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

Starling Whitehead & Lux Architects is a very stable firm with an average staff tenure of over 15 years.

Staffing Strategy

Our ability to effectively manage on-call agreements comes from the manner in which we structure our team. Starling Whitehead & Lux Architects is founded on the core belief that consistent and genuine principal involvement is essential to building long-term relationships with our clients and assuring the most effective outcomes for their projects. Our clients see this belief in action on all services we provide, at all scales. Rather than being assigned to *projects*, our principals take responsibility for *clients*. Depending on the demands of any particular project, our principal-in-charge will either also serve as project manager or assign that role to senior staff with available capacity and with direct knowledge of the client and/or project type. This assures our ability at any point to commit a team with a solid understanding of project requirements and no need for a learning curve. Essential to our success is our insistence on 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. Because of this structure 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.

Highlighted Project: Hansee Hall - University of Washington



Hansee Hall is a 4-story dormitory building located on the University of Washington Seattle campus. Constructed in 1936 in the Collegiate Gothic style, this building had been suffering from water intrusion, with interior wall and ceiling plaster degrading in numerous locations. Starling Whitehead & Lux Architects was engaged to design upgrades to the envelope to mitigate these leaks while maintaining Hansee Hall's historic character. Field investigation, performed by historic subconsultant Peter Meijer Architect (PMA), revealed that the steep-pitched historic slate roof, low-slope (non-historic) roofs, masonry walls, and leaded glass steel-framed windows were all sources of leaks. With neither time nor budget available to complete all repairs, our team assisted the university in prioritizing repairs. Work performed under our agreement included targeted improvements to the slate roof, replacement of low-sloped roofs, new copper gutters, downspouts, and flashings, and masonry repairs at the most vulnerable locations, interior repairs and painting, and exterior door restoration.

Our Bellevue College on-call team is comprised of the following individuals:

Mary Jo Lux, AIA, Principal

Role: Principal-in-Charge / Project Lead / Main Point of Contact

Mary Jo's thoughtful execution of project responsibilities, organizational skills, and design sensitivity results in projects that are inspiring and well-built, completed on-time and on-budget. Her commitment to achieving excellence in all aspects of her projects has been lauded by clients and respected by contractors. Mary Jo has led our past and continuing on-call work for Olympic College, Renton Technical College, and Central Washington University. Through our past DES on-call contracts she has led our projects at Bellevue College.

Mary Jo's Representative On-Call Experience

- **D Building Elevator Modernization** - Bellevue College
- **KBCS Radio Station Relocation Study** - Bellevue College
- **Security Office Remodel** - South Seattle College
- **Facility Condition Survey Assistance** - North Seattle College
- **Poulsbo P1 Health Sciences Interior Remodel** - Olympic College
- **Master Plan** - Poulsbo Campus - Olympic College
- **Building L Interior Renovation** - Renton Technical College
- **Building J First Floor Renovation** - Renton Technical College
- **Barge and Purser Hall Roofing Replacements** - Central Washington University
- **Health Center Lab Relocation** - Central Washington University
- **CC4 Center for Science & Technology Predesign** - Cascadia College

Jonas Hallstrom

Role: Project Manager / Project Designer

Jonas brings to our team an unerring ability to maintain order and enforce design intent on complex projects with multiple stakeholders. He is highly adept at establishing in-depth understandings of client needs and aspirations at all stages of a project's development, and responding with appropriate solutions. As an on-call Project Manager, Jonas will have primary responsibility for coordinating the design team's effort, both administrative and technical, to ensure its effective and efficient execution.

Jonas' Representative On-Call Experience`

- **D Building Elevator Modernization** - Bellevue College
- **EcoDistrict Electrical Vault Expansion** - SCC (ESCO project w/ McKinstry)
- **Campus Restrooms Renovation Projects I & II** - Seattle Central College
- **North Plaza Building Demolition** - Seattle Central College
- **Marine Technology Building Roofing Replacement** - Seattle Central College
- **Siegel Center Exterior Envelope Improvements** - Seattle Central College

Azita Footohi

Role: Project Designer

With a solid base of professional skills, Azita has demonstrated abilities in all aspects and phases of project development and delivery. In addition to her well-grounded design and verbal skills, Azita is an effective visual communicator with demonstrated capabilities in 3-D computer modeling and rendering.

Azita's Representative Experience

- **Health Sciences Center** - Renton Technical College
- **MHSC B & D Wing Dental Water** - University of Washington
- **Poulsbo P1 Health Sciences Interior Remodel** - Olympic College



Education:
Bachelor of Architecture
Washington State University, 1995

Registration:
Washington, 2006



Education:
Bachelor of Architecture
California Polytechnic State University, San Luis Obispo, 2008



Education:
Master of Architecture
University of Washington, 2022
Bachelor of Architecture
University of Oregon, 2019

PAST PERFORMANCE

Planning and Design Philosophy

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

We also recognize that in the public project environment, the number of individuals and groups having a stake in the successful outcome can be quite large. Starling Whitehead & Lux Architects is experienced in working with agencies, committees, building users, facilities staff, administrators, students, tenants, industry partners, and the larger public. To assure that all stakeholders are involved, we employ open, interactive workshops to secure input and develop buy-in. 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 other stakeholders to produce results far greater than the sum of individual contributions. Strong leadership, open communication skills, and recognition of the tensions inherent in this process provide us the ability to guide the core committee toward the owner's goals for the project. Assisting the group in sorting priorities and incorporating various agendas to reach a consensus is handled in a creative and thorough manner.

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

Approach to On-Call Projects

From our past on-call architectural contracts we understand that the “typical” project assignment can vary wildly in scope, complexity, and urgency. It is important that the design team be flexible in how each project is developed, structured, and delivered to ensure efficiency in the planning, design, and construction phases, and maximum project benefit from the available budget. Some projects will need to follow the full project process with intermediate design phases, public bid, and an extended construction phase. Other projects simply cannot afford the time or cost this would require and need to be abbreviated or accelerated accordingly. In this case, we work with each client to explore alternative delivery methods such as JOC or Small Works Roster selection early in the project scoping.

Common to most on-call projects, our approach to - and experience with - the following tasks demonstrates our commitment to project success:

Needs Assessment

This task seeks to state the problem, establish goals, establish the budget, collect and analyze facts, establish functional relationships, uncover and test concepts, and finally state the problem to direct a course of action for each project. We will meet with the client agency to define and document the specific needs and project goals.



We have found Miro a powerful online tool for engaging a broad range of stakeholders. Above is a Miro snapshot taken from a Seattle Central College MIMP community meeting.



A powerful example of the value of our needs assessment process was LWTech's Welding Lab Improvement. This project was initially viewed as an HVAC capacity upgrade project. Through needs assessment, we demonstrated that HVAC capacity was really an indoor air quality issue. Introducing HEPA filtration to the exhaust system drastically improved the lab environment without any HVAC supply upgrades.

Design

From approved concepts, we will prepare contract documents at a level of detail appropriate for the chosen construction delivery method. For conventional projects, these documents will match the level of care expected on any public bid documents. For JOC projects, the level of documentation is typically lower and we will coordinate with the JOC contractor the design intent to provide best value to the owner.

Permitting

Specializing in public sector work and having successfully completed new construction and remodels throughout the state, we have proven our abilities in developing documentation to meet local permit requirements. To ensure timely project approval and issuance of permits we will work closely with AHJs early in design and develop the permit documents such that intake occurs as early as possible and with the greatest likelihood of smooth processing. We have worked successfully with the City of Bellevue for permitting interior tenant improvement projects and building upgrades, typically submitting separate permits for architectural, mechanical, and electrical review.

We recommend making use of pre-submittal conferences typically offered by permit departments, and find these are best timed immediately upon completion of schematic (or preliminary) design.

Bidding & Procurement

As an on-call project approaches bidding, we assure that competent qualified contractors with the ability to successfully construct public projects of a similar scope are aware of the project and motivated to provide competitive bids. For JOC projects, we provide support during the bidding phase by negotiating scope/cost. We are very familiar with the bidding procedures for the state's Small Works Roster from the nearly dozen SWR projects we have completed in the past 10 years.

Construction Administration

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

Budget Management

No matter the delivery method, we bring to our clients a commitment to balancing scope and budget and the discipline to follow through. Our approach to budget management has several features:

- **Responsibility:** This begins with our firm's culture, in which we instill in our staff the precept that accurate estimating begins with the designers' understanding of the cost implications of their decisions. Our goal is to minimize "design inflation" by assigning responsibility for each cost element to individual team members.
- **Benchmarking:** We begin projects by developing benchmark costs for each element of the design. These include area-based costs based on recent bid results for similar public facilities. This process provides our clients a rapid assessment of expected costs, and guides their identification of priorities.



Tenant improvements made from a kit-of-parts materials palette, developed for the Department of Commerce and Seattle Central College as part of our Pacific Tower Renovation

- **Contingency:** The full extent of costs will not be understood until late in the design. We allow for budgeting project elements that may not yet be on paper by carrying a reasonable contingency in our estimates.

There is no more important design phase than schematic design (or preliminary design on small projects) from a budget management perspective. A primary objective of this phase is to demonstrate that the project as conceived is achievable - i.e. that scope and cost are aligned - or if not to put in place measures necessary to establish that alignment. In this phase we also begin the dialog between initial and life-cycle costs to provide a means for determining maximum value for expense when deciding on materials, products, and systems.

Quality Assurance

The foundation of our quality assurance/quality control program rests on assembling teams staffed with individuals experienced and qualified in the appropriate building type and size of project. As is expected of any A/E firm performing work with public agencies, our QA/QC processes have been formalized in our Quality Management Plan and are rigorously followed on all our projects. For document quality control, at each design milestone we employ our checklist-based QA/QC review system to identify inconsistencies and errors so that they may be corrected prior to final printing. This review is performed by our QA/QC reviewer, who to assure an independent perspective is unaffiliated with the production team.

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

Scheduling

We maintain vigilant project management through a task-based scheduling system to ensure that contract schedules are met or bettered. Regular team meetings permit the management team to forecast possible shortfalls and to commit additional staff and team resources to meet schedule milestones. Staying on schedule is especially critical in on-call work, where project funding is typically only available within the biennium.

Our history of meeting schedule milestones and staging the projects for on-time completion is one of the reasons that our clients continue to select Starling Whitehead & Lux Architects for their projects.



Structural rot repair, Cascade Building Roofing Replacement emergency project - Criminal Justice Training Commission (2019-21 DES On-Call)



CC2 Boiler Replacement - Cascadia College (2019-21 DES On-Call)

Approach to Work on Active College Campuses

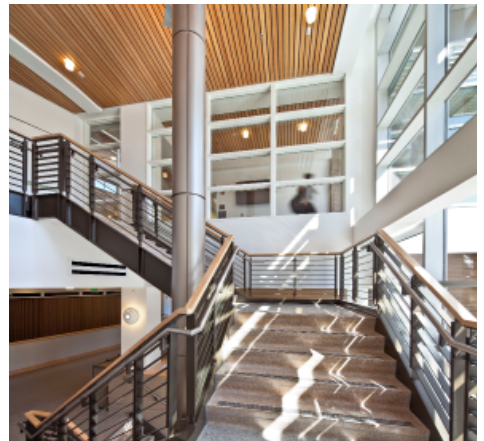
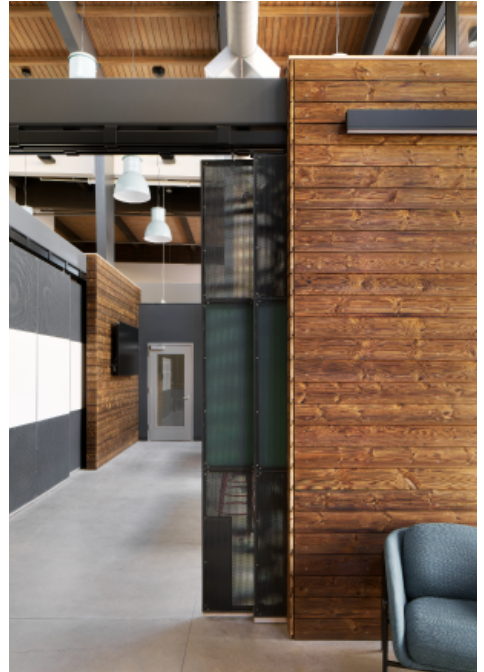
Most on-call projects are executed in existing structures or site elements. The risks anticipated on any project involving existing facilities include hidden conditions, inaccurate record documents, and misguided past work. Our approach to mitigating these risks is to ensure that the project is planned and detailed by senior personnel who have extensive experience in remodels/renovations. Furthermore, we will plan for detailed on-site investigation/confirmation of existing conditions with the agency operations personnel, incorporate photo-documentation into the documents, and specifically design critical public safety/security measures in the work instead of relying solely on specifications and contractor means and methods.

Our approach to planning for construction in occupied spaces starts by identifying negative impacts such as noise, dust, utility interruption and relocation, and by establishing mitigation controls within the contract documents to eliminate or reduce the effect on occupants and operations. These include items such as full-containment barriers, pedestrian re-routes, zero-VOC paint, etc. We will meet with the agency to review the use of techniques such as off-hours/weekend construction, utility by-pass, temporary air filtration, and other similar approaches to ensure concurrent occupancy is not compromised by the various projects.

Sustainability

While minor projects typically do not carry sustainability requirements, 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; whatever the measuring tool, sustainable design is at the core of our practice.

Our approach to sustainable design not only focuses on reduced energy consumption, but how it 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.



Natural materials, connections to the outdoors, and elements that encourage activity are hallmarks of our approach to sustainable design.

RELEVANT EXPERIENCE

We have completed projects, many on an on-call basis, for the following public agencies operating in Washington State:

- **Bellevue College**
- Bates Technical College
- Bellingham Technical College
- Cascadia College
- Clark College
- Clover Park Technical College
- Edmonds College
- Everett Community College
- Green River College
- Lake Washington Institute of Technology
- North Seattle College
- Olympic 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
- Western Washington University
- Washington State Patrol
- Washington Department of Commerce
- Washington Department of Corrections
- Washington Department of Licensing
- Washington Department of Social and Health Services
- Washington Military Department
- Washington Center for Deaf & Hard of Hearing Youth
- Washington State School for the Blind
- Washington State Historical Society
- Washington State Parks
- Criminal Justice Training Commission
- US Department of Agriculture Forest Service
- US Department of Labor
- US Navy
- US Postal Service
- Washington Army National Guard
- Washington Air National Guard
- King County
- Snohomish County
- City of Arlington
- City of Bellevue
- City of Ellensburg
- City of Mukilteo
- City of Renton
- City of Seattle
- City of Stanwood

Experience with Multi-Project On-Call Services

We have successfully completed multi-year on-call architectural contacts for public clients including DES, Washington State Patrol, Cascadia College, Green River College, Lake Washington Institute of Technology, Olympic College, Renton Technical College, Seattle Colleges, University of Washington, Central Washington University, City of Seattle, United States Postal Service, and Washington Air National Guard. We view on-call work as essential to supporting long-term relationships with our clients. As such we have structured our firm to sustain a large number of simultaneous minor projects while meeting all other client commitments. On-call projects identified on the following pages demonstrate our ability to effectively provide on-call services.

Capital Project / Budget Planning Experience

The foundation of our reputation for successful capital planning stems from our knowledge of the environment in which state agencies operate. This begins with understanding how the capital budget process works, what OFM requires, and what types of projects are supported. Our experience working within the state system for over three decades ensures your needs will be not just heard, but understood. Our capital planning work has spanned the breadth of services from budgeting assistance, to master planning, to preparation of SBCTC Project Request Reports (PRRs), and culminating in verification through predesign studies. In the 2019-21 budget cycle we wrote ten of the 24 PRRs submitted, all of which were approved for incorporation into the SBCTC capital pipeline with three scoring in the top ten. These ten projects translate to over \$304 million in capital funding. We followed up with seven PRRs in the 2021-23 budget cycle and, again, all entered the pipeline with funding of \$244M.

On-Call Architect 2011 - 2019, 2021 - 2025

Department of Enterprise Services / Engineering & Architectural Services

Starling Whitehead & Lux Architects has provided a wide range of services to state agencies and community/technical colleges as a statewide on-call architectural consultant during the 2011-13, 2013-15, 2015-17, 2017-19, 2019-21, and 2023-25 biennia, and we were recently selected to continue in this role in the 2025-27 biennium. The following list, organized by client agency, represents the breadth of agreements we undertook in the 2023-25 biennium alone:

Bellevue College

- KBCS Radio Station Relocation Study
- D Building Elevator Modernization

Cascadia College

- Lower Level Vista Renovation/Equity & Inclusion Center Entry
- CC1-330 Biology Lab Conversion

Clark College

- Replace Dover Elevator Controls, Multiple Buildings

Edmonds College

- Door Security
- Center for Innovation & Entrepreneurship Feasibility Study

Everett Community College

- Food Pantry
- Hangar Door Replacement
- Storm and Water Line Replacements
- Utilidor Repairs
- Olympus Hall Restroom Floor Structure Replacement/ ELC Envelope Repair



*ADA Assessment and Project Planning,
North Seattle College (2021-2023 Seattle
Colleges On-Call)*

Highlighted Project: Building J 1st Floor Interior Renovation - Renton Technical College



Building J 1st Floor houses RTC's Computer Science and Computer Networking programs, an internet cafe, and faculty offices. Due to its subterranean location, the 1st floor as originally constructed was uninviting. Interior spaces were accessed by covered exterior walkways, with no internal circulation, and the instructional spaces were either too small or too poorly configured to meet the needs of the housed programs. Constructed in two phases over two biennia, SWL Architects' design introduced a single loaded corridor along the east edge of the floorplate, with a new primary entry and large windows bringing daylight deep into the interior. Five classrooms satisfied the college's need for generously-sized general-use instructional spaces serving up to 34 students, while the larger networking lab provided the robust infrastructure, furnishings, and equipment needed to support Computer Networking students. In Phase 1, instructors offices that had previously been embedded in each classroom and lab were relocated to a shared faculty suite. The internet cafe and various lounge areas within the primary corridor provide students areas to collaborate and relax outside of class hours.

A/E MACC Estimate: \$2,832,000 | Low Bid: \$2,491,000



All Gender Restrooms (top) and Site Improvement - Storm Drain Replacement (bot.), Seattle Central College (2021-2023 Seattle Colleges On-Call)

Green River College

- Gymnasium Water Damage Testing
- RLC Stairs Replacement

Highline College

- **Generator Infrastructure Feasibility Study**
- **Building 25A Food Pantry Feasibility Study**
- **Building 2 All Gender Restroom**

Lake Washington Institute of Technology

- **Replace Exterior Stairs**
- **Stormline Replacement (3) Locations**
- **Bridge Deck and Roof Coatings**
- **Toilets and Roll-Up Doors Replacement**
- **Restaurant Lab Renovation**
- **WANIC Nursing Lab Remodel**
- **Early Learning Center**
- **Dental Lab Remodel and Equipment Replacement**

Renton Technical College

- **Building L Interior Renovation**
- **Building J 2nd and 3rd Floor Remodel Study**
- **Building I Office Tenant Improvement**

Olympic College

- **Poulsbo P1 Health Sciences Interior Remodel**
- **Master Plan - Poulsbo Campus**

Seattle Central College

- **Facility Condition Survey Assistance**

South Seattle College

- **Campus Signage Update Graphic Design Services**

Whatcom Community College

- **Technology and Engineering Building Cost Estimating Services**

Washington Military Department

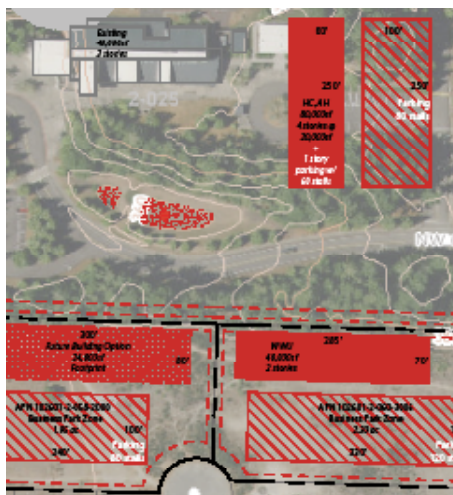
- Snohomish Readiness Center Building 2 Improvements
- Sedro Woolley Building 2 Roofing Replacement
- Thurston County Readiness Center Record Documents

Washington State Patrol

- Bow Hill Inspection Pit Study
- Tacoma Parking Expansion
- Instructor Resource Building Predesign
- Marysville HQ Exterior Preservation & Paving Improvements
- South Consolidated Forensics Lab Predesign
- Shelton Campus Master Plan

Washington State Historical Society

- WSHM Elevator Modernization
- Facility Needs Assessment



Our work at OC's Poulsbo campus included detailed analysis of development opportunities (2023-25 DES On-Call)

Campus Architect 2003–2015, 2017–2023

Lake Washington Institute of Technology, Kirkland, WA

For ten biennia, Starling Whitehead & Lux Architects has provided planning and design services for Lake Washington Institute of Technology. Our on-call work has ranged from capital budget planning to master planning, site improvements, envelope improvements, interior remodels and renovations, structural repairs, and mechanical/electrical system replacements. In addition to, and simultaneous with, we have also designed several major capital projects with LWTech.

In the 2023-2025 biennium we continued to perform on-call services to LWTech, but through our DES on-call agreement.

Representative On-Call Projects

- **Elevator Repair** - East Building
- **Common Areas Remodel** - East Building
- **Culinary Improvements Phase 1 & Grease Traps** - East Building
- **Access Control System Expansion** - East Building and West Building
- **Associated Student Government Renovation (2 projects)** - East Building
- **Welding Lab Renovation** - East Building

Representative Planning Work

- **Capital Project Request Report Support 03-05, 05-07, 13-15, 17-19, 19-21**
- **Culinary Arts Improvement Master Plan**
- **Institutional Master Plan Update 2014**

On-Call Architect 2021 - 2023

Seattle Colleges

Contracted through our DES on-call agreements for multiple biennia, in the 2021-2023 biennium we continued our service to the Seattle Colleges through a direct on-call agreement. Work performed during this time included:

Representative Projects

- **Signage Updates** - South Seattle College
- **Security Office Remodel** - South Seattle College
- **Pacific Tower 7th Floor Study** - Seattle Central College
- **North Parking Lot Improvements** - Seattle Central College
- **EcoDistrict** - Seattle Central College
- **All Gender Restrooms** - Seattle Central College
- **Site Improvements** - Seattle Central College

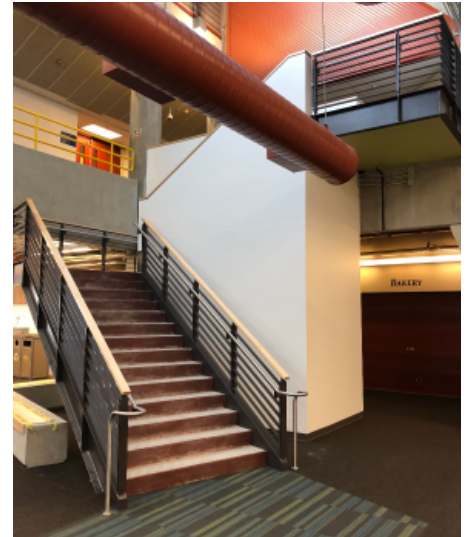
Representative Planning Work

- **Office of Civil Rights Audit Support** - South Seattle College
- **Capital Planning** - North and Central Colleges
- **Facility Condition Survey Assistance** - North and Central Colleges
- **Project Request Report** - Seattle Central College

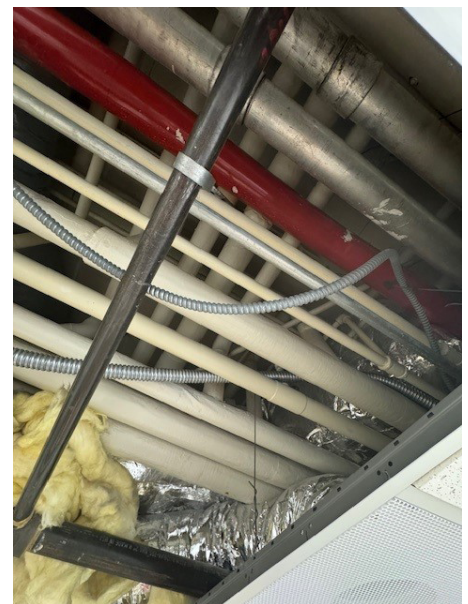
On-Call Architect 2019 - 2023, 2025 - 2027

University of Washington

Beginning in 2019 and renewed in 2021, we have provided planning and design services at both the main and Bothell campuses. In 2025, the university selected Starling Whitehead & Lux Architects for another 2 year agreement with option to renew for 4 additional years. Our work has included:



East Building Common Areas Remodel - Lake Washington Institute of Technology (2017-19 LWTech On-Call)



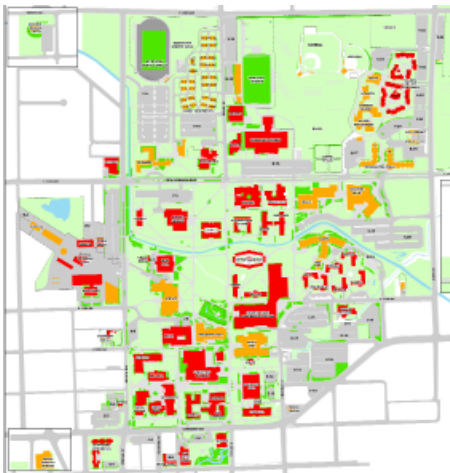
B&D Wings Dental Water - University of Washington. The project involved field investigation to document existing conditions and to find pathways for new piping, all within an occupied 70-year-old healthcare facility. (2019-2023 UW On-Call)

Representative On-Call Projects

- **OCN Clean Room OSB Feasibility Study** (Subcontracted to P2S)
- **AMS Facility Feasibility Study** (Subcontracted to P2S)
- **Elevator Machine Room AC Unit** - Denny Hall
- **Roofing and Envelope Improvements** - Hansee Hall
- **B&D Wings Dental Water** - Magnuson Health Sciences Center
- **Second Floor Freezers** - Bloedel Hall
- **All Gender Toilet Room Access Hallway** - UW Bothell Library
- **Demolition of QRC Freezer** - Atmospheric Sciences/Geophysics Building
- **IDP Relocation to J Wing** - Magnuson Health Sciences Center
- **Renovations** - Bagley Hall
- **Lock Shop Remodel** - Kane Hall

Representative Planning Work

- **Schmitz Hall Tenant Improvements**
- **UW Bothell Bookstore Feasibility Study**
- **Atmospheric Sciences/Geophysics Building Cold Lab Feasibility Study**
- **Miller Hall Predesign**



Barge Hall and Shaw Smyser Hall, sites of multiple envelope improvement and repair projects (top), and campus map showing re-roofing projects (red) & envelope improvements (yellow) performed by SSW - Central Washington University

Various Projects / On-Call Architect

Central Washington University, Ellensburg, WA

For over 34 years we have enjoyed a solid professional relationship with Central Washington University, providing a full-range of A/E services for minor and major capital projects, as well as master planning and capital budget planning. Some of these have been under individual project agreements and others have been executed as task-orders under on-call agreements.

Representative Projects

- **Exterior Steps Upgrades** - Shaw Smyser Hall
- **Health Center Lab Relocation** - Student Medical & Counseling Clinic
- **Barge Hall** (National Register of Historic Places) - Multiple interior/exterior projects
- **Roofing Replacement** - 35+ projects
- **Exterior Envelope Upgrades** - 12+ buildings

On-Call Architect 2010 - 2017

Washington State Patrol

Starling Whitehead & Lux Architects provided A/E services as the State Patrol's On-Call Architect in 2010 and again in the 2011-2013 biennium. We have subsequently continued our relationship with WSP through our DES on-call agreements. Work included:

- **Latent Fingerprint Lab Completions** - Eastern State Crime Lab
- **Emergency Vehicle Driving Course Drainage Improvement** - Shelton Academy
- **Burn Tower Investigation & Structural Repairs** - State Fire Training Academy
- **SCBA Building Interior Completion** - State Fire Training Academy
- **Septic System Repairs** - Marysville Station
- **Emergency Generator Replacement** - Bellevue Station
- **Tunk Mountain Communications Shelter Canopy** - Okanogan County

DIVERSE BUSINESS INCLUSION STRATEGIES

Starling Whitehead & Lux Architects is a small business enterprise self-certified through WEBS.

Supporting Consultants & DEI 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 minor works public projects. We understand team-building is essential to the success of any project. Once selected for a Bellevue College on-call project, we will work with DES and the college to identify and select appropriate specialty subconsultants we know share our client-focused service ethos.

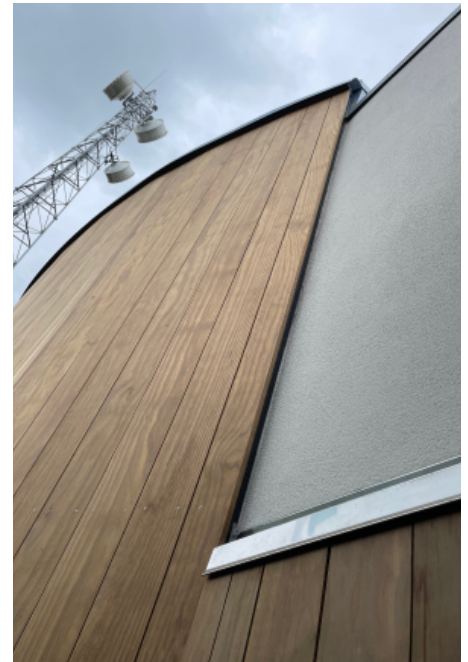
We assist our clients in meeting their diverse business participation goals. We understand the intrinsic value of project teams that truly represent the diverse voices of our society and the benefits gained when those voices are empowered. As a start, from our own perspective as a small business we engage other small businesses on nearly all of our projects. We have collaborated with diverse business enterprises since our inception in 1987, in the process forging strong long-term relationships with small-, minority-, women-, and veteran-owned business enterprises. Our diverse 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. We also value diversity in our own office, as evidenced by our current staff makeup:

- We are 25 percent woman-owned
- Women make up 46 percent of our staff
- 23 percent of our staff represent minority populations

We aim to exceed any diverse business inclusion goals established by DES and the Governor's Office for each on-call 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:

- For public projects involving selection, assembling marketing materials within the short time period available between the release of RFQs and submittal deadlines can be very difficult for historically underrepresented businesses. While on-call agreements blunt this disadvantage, 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 to assure they have the time to appropriately and effectively respond.
- As specialists in public sector projects, we help our diverse business consultants that are new to public work to understand the delivery processes that make the project sector unique. We provide assistance in completing the forms and other paperwork required in public contracting.
- Cash flow is extraordinarily important to business success. We promptly invoice consultant work and *always* pay within five days of being paid by our clients.
- We are visible to prospective consultants through participation in networking events, educational programs, and business organizations catering to the interests of diverse businesses. We provide information on our firm and work to generate interest in the diverse business consulting community.

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



SWL Architects has completed five separate on-call projects at the WSP Marysville HQ, with two being completed in the 2023-25 biennium. These projects have employed both DBB and Small Works Roster delivery.

