

Project No. 2025-583: Fallen Firefighter Memorial

N Diagonal, Olympia, WA 98501
Department of Enterprise Services

Statement of Qualifications | September 10, 2025

SiteWorkshop
LANDSCAPE ARCHITECTURE

The Fort Lewis Memorial Park and Reflection Park Project



Statement of Qualifications:

Project No. 2025-583:
Fallen Firefighter Memorial
N Diagonal, Olympia WA 98501

Department of Enterprise
Services
William Sawyer
Project Manager
william.sawyer@des.wa.gov

September 10, 2025

Site Workshop LLC

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SiteWorkshop
LANDSCAPE ARCHITECTURE

Dear Selection Committee:

Thank you for the opportunity to submit our qualifications for this important project that will honor the lives of fallen firefighters of the state of Washington on the West Campus greensward. Memorial projects are deeply meaningful for us at Site Workshop. We have been privileged to work on a range of memorial projects, including: the Garden of Remembrance at Benaroya Hall,* the World Trade Center Memorial Gig Harbor, Fort Lewis Memorial and Reflection Park, Edmonds Veterans Plaza, Vietnam Veterans Memorial Park at the Museum of Flight, the relocation of the Snohomish County Vietnam Veterans Memorial, and the Season of Miracles Foundation family healing garden and sanctuary at Seattle Children's Hospital.

For the Fallen Firefighter Memorial, Site Workshop will deliver a memorable addition to the Capitol Campus that honors the sacrifice of every fallen firefighter, while also offering comfort, reflection, and inspiration for their families, active and retired firefighters, and the greater community of Washingtonians who are protected by their brave work. At the same time, the memorial will enrich the day-to-day experience of the historic West Campus for State workers and visitors alike.

We aim for design excellence for every project we undertake. This starts with a rigorous process, proactive stakeholder engagement, and a clear project vision that informs every phase of the project. Throughout documentation and construction our focus on the small details contributes to the quality of the built work, which is evident in our award-winning portfolio of parks and civic facilities.

We have assembled an efficient team that includes a principal and project manager with substantial experience leading public projects. Site Workshop is strengthened by a core team of consultants offering design and engineering innovation, local knowledge, and deep experience. We are pleased to be partnered with Mayfly Engineering + Design (Civil), Dark Light Designs (Lighting), TFWB Engineers (Electrical), ODD Lot (Structural), and DCW Cost Management.

As a team, we are committed to a well-managed process with DES, drawing on a long history of working on the Capitol Campus and with multi-phased State agency projects and the capital budget process. We take pride in our proactive management style, balancing big picture goals with the day-to-day tasks required to meet project timelines and budget. We will work collaboratively with DES to ensure the success of this significant project.

Thank you for considering our qualifications and for your commitment to honoring the firefighters of our state. This project is meaningful to our team, and even more so to entire community.

Sincerely,


Jim Keller, PLA, ASLA
Principal-in-Charge
Legal name of proponent: Site Workshop LLC



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: Site Workshop LLC		
UBI: 602080710	TIN: 91-2085743	License#: WA LA #711
Point of Contact Name: Jim Keller		
Point of Contact Title: Managing Principal		
Email: jimk@siteworkshop.net	Telephone: 206.285.3026	
Address: 3800 Woodland Park Ave N, Ste 200,		
City: Seattle	State: WA	Zip: 98103

Executive Summary

We have assembled a team that is committed to creative collaboration, rigorous project management, comprehensive documentation, and design excellence that produces an enduring memorial.



Tivoli Fountain Renovation | Design through Construction - Site Workshop Completed September 2017



Fallen Firefighter Memorial Location on the West Campus Greensward

The Site Workshop team brings a personal sense of responsibility to deliver a Fallen Firefighters Memorial at the highest level. Jim Keller's nephew is a wildland firefighter. Our civil engineer, Robin Thayer, is married to a firefighter. Our electrical engineer, Kevin Wartelle, has a son who is a DNR wildland firefighter. Moreover, Site Workshop has been on design teams for fire stations and is currently engaged for design of a new firefighting training facility at Bates Technical College.

Highlights of our project experience include:

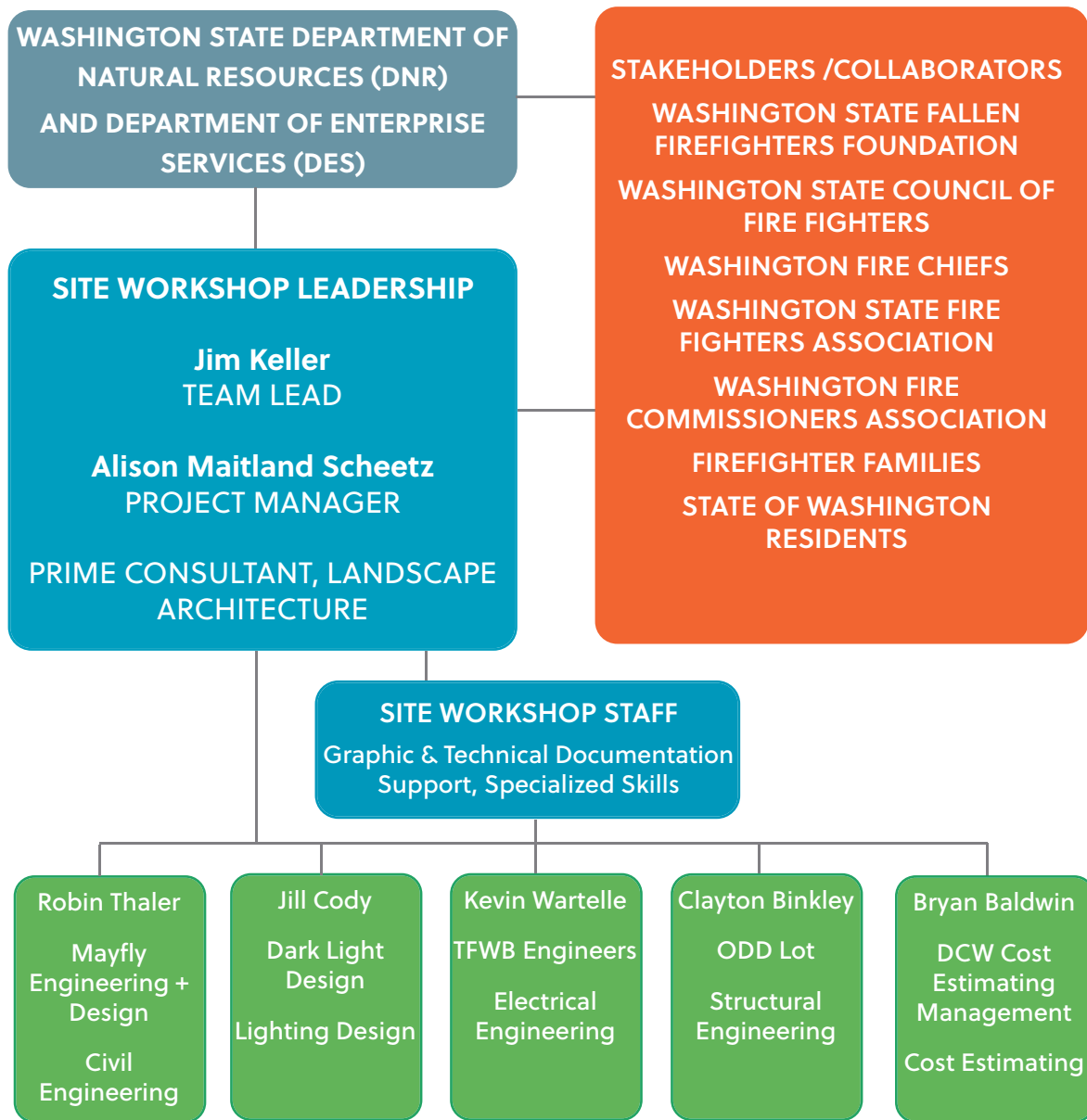
- An extensive history of project work on the WA Capitol Campus that extends back to Site Workshop's first project as a firm, the renovation of the East Capitol Campus. Since then, we have been a key team member on a variety of planning studies and capital projects, such as the proposed Heritage Center & Executive Office Building, two rounds of GA Building replacement studies, the Helen Sommers Building, the Greenhouse demolition study, and the Tivoli Fountain renovation. We know the campus intimately and bring a deep appreciation for its historic legacy, as well as for day-to-day operations.
- Our team also has substantial experience leading design of memorials across the region for federal, local, institutional, and community-based clients. We prioritize the opportunity to collaborate with project stakeholders to authentically express the values and vision that are specific to the memorial and the culture that it represents.
- We bring a specialized expertise in integrating restorative landscapes into existing campus contexts, whether healthcare facilities or universities, parks or civic spaces. We emphasize immersive landscapes that foster a sense of wellbeing, contemplation, and restoration.
- Our extensive portfolio of work features numerous historic facilities, including the Capitol Campus, local and State parks, schools, and universities. We are well prepared to work sensitively and creatively to maintain the integrity of the campus legacy.
- We have earned a regional reputation as a prime consultant for successfully leading a wide range of award-winning, public projects, from neighborhood parks to some of the largest, most-complex parks in State history. We are excited to apply our experience and expertise to the challenges of the Fallen Firefighter Memorial project.

Qualifications of Key Personnel

Garden of Remembrance Seattle WA. Work by Jim Keller pre-dates Site Workshop

Qualifications of Key Personnel

At whatever scale, we approach our work with rigor and a proven internal process that is driven by project goals and guided by experience.



TEAM ROLES

We have assembled a team of professionals that are excited for the opportunity to collaborate with DES, DNR and project stakeholders and collaborators on this important project. Site Workshop will manage all the sub-consultants through regular online coordination, in person meetings and site visits, and QAQC reviews. We will compile and coordinate document packages at each milestone and will manage the team from concept design through construction administration.

In addition to managing the team, Site Workshop will be the lead designer for the project, including the design and detailing of accessible routes and pedestrian amenities, siting and integration of exterior exhibits and memorials, and the design and detailing for planting and irrigation. Site Workshop will also lead presentations to DES, DNR, stakeholders, the community and to other review boards, including the Capitol Campus Design Committee Advisory Board.

Through all of the above, we will use the expertise of the larger team to ensure the highest quality is achieved within each deliverable and all project goals are met.

Civil Engineering: Mayfly Engineering + Design

Founded in 2006- Mayfly is a women owned civil engineering company that specializes in the design and planning of projects that are sensitive to both their social and natural environments. Their portfolio of built projects includes progressive design build projects, higher education projects, stormwater retrofits to existing urban watersheds, park focused projects that emphasize equity and access, and projects that are committed to sustainable approaches. They pride themselves on engineering solutions that resonate with the natural environment, meet the owners' short- to long-term needs, and provide an amenity to the community.

Site Workshop has collaborated with Mayfly on numerous projects, including Pathways Park, AB Ernst Park, the Tacoma Community Schoolyards projects, and University of Washington's Anderson Hall.

Lighting Design: Dark Light Design

Lighting design will be provided by Dark Light Design. Their team's experience spans memorials, cultural landmarks, and public spaces—environments where lighting honors memory, invites reflection, and fosters a shared sense of meaning. Their work on other project types helps to bring fresh ideas, human-centered design, and thoughtful nuance to every site they touch.

Electrical Engineering: TFWB

TFWB Engineers Inc., formerly Travis, Fitzmaurice & Associates, Inc., has been providing quality electrical

engineering services for over seven decades. Located in Seattle, they are licensed in six states. The size of their firm enables them to provide direct day to day principal involvement and client customer service that is demonstrated in the number of clients who have repeatedly returned for their services. Their role is to assist the design team in whatever way possible to ensure a quality set of documents. They look forward to teaming on this and future projects with you and your team.

Structural Engineering: ODD Lot

ODD lot Design is a boutique design firm focusing on the intersection of multiple design disciplines including art, architecture and engineering. Principals Adrienne James and Clayton Binkley started the firm in 2019 in order to create space in their design practice to focus on a small number of projects and clients and pursue work that was interesting and meaningful with clients

who value a collaborative design process. Clayton Binkley joins the Site Workshop team as lead structural engineer from concept design through construction administration. Clayton has worked with Site Workshop for over 10 years, most recently on the Pathways Park reconstruction for Seattle Parks and Recreation.

Cost Estimating: DCW Cost Management

DCW Cost Management will provide cost estimating services in parallel with each design milestone to ensure the scope and extent of the project fits within the budget available. DCW is currently working with Site Workshop on the Park at Bothell Landing, AB Ernst Park, Little Brook Park and the Garfield Super Block Park & Promenade Improvement project in Seattle.



Jim Keller PLA, ASLA

PRINCIPAL-IN-CHARGE, SITE WORKSHOP

Early in Jim's career he was fortunate to be a key member of the design team for the Benaroya Hall Garden of Remembrance. Working directly with the stakeholder committee helping them select quotes for the memorial walls and working through the design from early concept through detailing and construction oversight, was a defining moment in Jim's early career.

Jim Keller is a registered landscape architect with thirty years of experience on a wide range of projects including civic and healthcare campuses, institutional and educational facilities, and parks and natural area restoration.

With a strong commitment to sustainable design, Jim's skill encompasses all phases of site development from schematic design through construction administration.

Jim takes a proactive and inclusive approach to the design process, engaging the client, design team and stakeholders in meaningful ways. This is followed through with clear and consistent communication with permitting and review agencies at the earliest stages of a project to ensure timely approval and completion. He brings a natural enthusiasm for out-of-the-box thinking, complimented by a multi-faceted technical expertise that helps translate creative ideas into concrete, buildable solutions.

RELEVANT EXPERIENCE

Garden of Remembrance at Benaroya Hall
Seattle, WA

Tivoli Fountain Renovation, West Capitol Campus
Olympia WA

Snohomish County Veterans Memorial Relocation
Everett, WA

Season of Miracles Foundation Family Healing Garden and Sanctuary at Seattle Children's Hospital
Seattle, WA

Amazon Downtown Campus
Seattle, WA

EDUCATION

Bachelor of Science Landscape Architecture,
Washington State University

REGISTRATION

Landscape Architect:
Washington #711

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects



Alison Maitland Scheetz

PROJECT MANAGER, SITE WORKSHOP

EDUCATION

Master of Landscape Architecture,
University of Washington

Bachelor of Geography and Social Studies, Leeds University, UK

Alison's commitment to providing comprehensive project management grows from her interest in and experience with flexible design solutions that create simple and unique places. She understands the importance of meaningful open space within institutional environments.

Her project management skills paired with her approachable manner enables her to collaborate effectively on multidisciplinary teams, listening and contributing to the numerous perspectives needed to create thoughtful designs.

Alison brings over 15 years of experience and a range of skills that inform all phases of project development from concept design and planning to detail development and construction. Her career spans multiple scales ranging from large public transit projects to detailed design of roof-top gardens.

She recently managed the Compass Health Mental and Behavioral Facility in Everett, and currently manages the Northwest Train Museum Roundhouse Project in North Bend, and medical facilities focusing on public space and restorative landscapes.

RELEVANT EXPERIENCE

Season of Miracles Foundation Family Healing Garden and Sanctuary at Seattle Children's Hospital
Seattle, WA

Seattle Children's Hospital
Seattle, WA

Amazon Downtown Campus
Seattle, WA

Compass Health Mental and Behavioral Facility
Everett, WA

Fred Hutchinson Cancer Center Sloan Oncology Precision Institute
Seattle, WA



Robin McKennon Thaler

PE, LEED AP, DBIA

PRINCIPAL ENGINEER + OWNER, MAYFLY ENGINEERING + DESIGN

EDUCATION

BSc. Environmental Analysis and Design, University of Washington

Professional Certificates in Business + Stream Restoration, UW

REGISTRATION

Engineer: WA State
USGBC LEED Accredited Professional
DBIA Accredited Professional

Robin specializes in supporting accessible and beautiful projects that use nature-based systems to meet code requirements. Her unique natural resource background brings an integrated design focus on low impact design (LID) to all of the projects she contributes to.

Robin has more than 25 years of experience providing civil engineering in Western Washington. She founded Mayfly Engineering + Design, PLLC in 2006 to focus on sustainable design. Projects she has managed have achieved dozens of sustainability certifications ranging from Salmon Safe to LEED Gold.

Robin's portfolio of built projects includes city parks, commercial development, green streets, infiltrating pathways, an urban stormwater conveyance "creek", underground injection wells (UICs) and rainwater reuse facilities.

From specifications and design documentation to construction documents and administration- Robin is well versed in pulling projects together and getting them built. Her expertise includes Progressive Design Build (PDB) Higher Education as well as Public and Private Development and Parks.

RELEVANT EXPERIENCE

Pathways Park*
Seattle, WA

Tacoma Green Schoolyards*
Tacoma, WA

UW Anderson Hall*
(Progressive Design Build project)
Seattle, WA

Washington Arboretum Meadows
Seattle, WA

*with Site Workshop





Jill Cody ALD, CLD, LC, LEED AP

PRINCIPAL, DARK LIGHT

PROFESSIONAL AFFILIATIONS

International Association of Lighting Designers
 Certified Lighting Designer (CLD)
 LEED Accredited Professional,
 U.S. Green Building Council
 Lighting Certified by the National Council on Qualification for the Lighting Professions (NCQLP)
 Member, Illuminating Engineering Society

Jill's 25 years of experience includes work on a broad range of project types and sizes, including libraries, historic structures, public projects, and memorials. Her portfolio features extensive work in public spaces where lighting supports wayfinding, safety, and placemaking, as well as projects of remembrance where light is used to honor memory and foster reflection. She works with the entire design and stakeholder team to ensure that the lighting reinforces both the aesthetic and technical requirements of the project.

Jill approaches lighting for projects like this one as a collaborative partnership with the entire design team, using lighting as an overlay to achieve the project's overall design goals. Her work is focused on creating welcoming environments that enhance the user experience.

RELEVANT EXPERIENCE

Irving R. Newhouse Building,
 Olympia WA

Washington State Library and Archives,
 Tumwater WA

Seattle Aquarium Harbor Seals Exhibit,
 Seattle WA

Seattle Central Waterfront, Seattle WA

Hing Hay Park, Seattle WA

Museum of Flight FA-18, Tukwila WA



Kevin Wartelle PE, RCDD, LEED AP

PRINCIPAL ELECTRICAL ENGINEER, TFWB ENGINEERS

EDUCATION

Bachelor of Science in Finance,
 Santa Clara University

REGISTRATION

Electrical Engineer: WA, HI
 USGBC LEED Accredited Professional
 RCDD, BICSI

Kevin has been with Travis Fitzmaurice Wartelle Balangue (TFWB) Engineers Inc, since 1996. In that time, he has served as principal-in-charge and/or project manager on numerous park and memorial projects. Kevin has also teamed on over 145 fire stations in 56 cities and 26 counties within WA State. The Seattle Fire Station #13 project included a Fallen Firefighters Memorial for fallen firefighters from that station. On all projects, his priority is to ensure the highest quality, service-oriented electrical design that exceeds his clients' expectations. Committed to green design, Kevin helps clients accomplish their environmental

goals by determining sustainable design solutions that work for the needs of each particular project. He has designed some of the largest photovoltaic systems in both Washington and Hawaii and has teamed on several decarbonization projects. His green designs have included numerous Platinum certifications, as well as international recognition. Several of the fire stations that he has teamed on have been certified LEED Platinum and have received multiple awards. His expertise led Kevin to assist in the development of electrical specifications and design guidelines to be used for all Seattle fire station projects.

RELEVANT EXPERIENCE

Seattle Fire Station #13 & Fallen Firefighter Memorial
 Seattle, WA

Park at Bothell Landing*
 Bothell, WA

Puyallup War Memorial Building
 Puyallup, WA

Central Pierce Fire Stations 60, 61, 63, 67, 69, & 72, Pierce County, WA

West Pierce Fire & Rescue Stations 21, 24, & 32, Pierce County, WA

*with Site Workshop





Clayton Binkley

PE, SE, PENG

PRINCIPAL, ODD LOT

Clayton Binkley is a principal at ODD lot, a boutique design firm focusing on the intersection of multiple design disciplines including art, architecture and engineering. His work over the past 16 years reflects his belief that high quality and holistic design can be achieved through creative engineering solutions.

Clayton is a structural engineer by training and has developed expertise in specialist engineering disciplines such as lightweight, tensegrity and active bending structures, kinetic structures and pre-fabricated modular construction. He has

experience developing software for linear and non-linear structural and geometric analysis and optimization; leveraging these tools to produce efficient structural designs.

Prior to forming ODD lot, Clayton was an Associate with Arup responsible for design, analysis, and project management on a variety of projects including bridges, buildings, sculptures, and special structures. Before becoming an engineer, Clayton owned and operated a design-build business in New York focusing on art, architecture and furniture fabrication

EDUCATION

Master of Engineering,
University of Bath

Bachelor of Arts, Yale University

REGISTRATION

SE, PE State of Washington, State
of California, State of Oregon

RELEVANT EXPERIENCE

**Century Project, Space Needle
Renovation**
Seattle, WA

Disabled Veterans Memorial,
Washington, DC

Janet Echelman Sculptures
12 sculptures in 5 different countries

Jenny Sabin Studio Projects
Twelve experimental projects

Pathways Park*
Seattle, WA

*with Site Workshop

ODD lot



Bryan Baldwin

AEP, CSM

SENIOR PROJECT MANAGER, DCW

Bryan Baldwin enriches our team with a focus on structural systems and tool development. He has a wide range of skills providing technical support, cost research and report development to ensure that we achieve our mark on deliverables. Bryan's enthusiasm for processes, combined with his proficiency in cost tool construction, enhance the precision and efficiency of our cost planning work.

RELEVANT EXPERIENCE

**State of Washington Department of
Enterprise Services, DES Old Capitol
Building Roof Replacement,**
Olympia, WA

**State of Washington Department of
Enterprise Services, Legislative
Chambers, Skylight Restoration**
Olympia, WA

**State of Washington Department of
Enterprise Services, Veterans Home
Buildings 9 and 10 Predesign,**
Port Orchard, WA

**State of Washington Department of
Enterprise Services, Readiness Center,**
Snohomish, WA

**City of Tualatin, Veterans Memorial
Design (Veterans Plaza) (Originally the
'Commons'),**
Tualatin, OR

**Buffalo Soldiers Museum, Fort Lawton
Band Building Rehabilitation**
Seattle, WA

**City of Tumwater, Historic Brewery Tower
Renovation**
Tumwater, WA

CERTIFICATIONS

Associate Estimating Professional
(AEP)
Certified EXIN Agile Scrum Master

PROFESSIONAL AFFILIATIONS

American Association of Cost
Engineering (AACE)
American Society of Professional
Estimators (ASPE)
American Institute of Architects
(AIA)

SiteWorkshop | Fallen Firefighter Memorial | DES Project No. 2005-583



Relevant Experience



Vietnam Veterans Memorial Park at the Museum of Flight Seattle WA

Relevant Experience

Discuss projects your firm has undertaken of similar scope, size and complexity within the past five to eight years. Describe attributes of past projects that have met goals similar to the Owner's goals for this project. Identify delivery methods for each project. Provide original project budget and actual completed costs along with current contact information for reference checking.



Ft. Lewis Memorial Park, Joint Base Lewis McChord



Snohomish County Veterans Memorial



Edmonds Veterans Plaza



Museum of Flight Vietnam Veterans Memorial Park

MEMORIAL DESIGN

Site Workshop has a long history with memorial design work spanning beyond our firm's 25-year history. Jim Keller's early career work on the Garden of Remembrance at Benaroya Hall in Seattle was a career-defining moment for him both personally and professionally, and it set the tone for Site Workshop's approach to memorial project pursuits. Our work is rooted in our local community and we pursue memorial projects in the Pacific Northwest that have personal meaning to our team. Our commitment to community strengthens the memorial's story as an expression of the local landscape that offers a place of remembrance and respite, while promoting stewardship of the local ecology through planting and material choices, stormwater management, and integrated environmental learning.

Ft. Lewis Memorial and Reflection Parks at JBLM is a design that honors the fallen veterans of JBLM throughout our nation's history. Memorial Park was completed in 2009 and is an integral part of the Fort Lewis Broadmoor and Clarkdale neighborhoods. This 4.2-acre park honors the lives and sacrifice of JBLM veterans through brigade-sized unit memorials integrated into the park's open lawns, accessible pathways and stands of evergreen and deciduous trees in a pacific northwest landscape.

Edmonds Veterans Plaza expanded upon an existing plaza framework to create a revitalized community space that honors the contributions and sacrifices of our veterans. A series of simple moves transform the current pass-through space into a community space for reflection, education, and events.

Snohomish County Veterans Memorial at the County seat in Everett was a long standing memorial plaza in front of the 1967

Courthouse Annex building. The plaza and memorial honored the service of Snohomish County Medal of Honor recipients and Gold Star mothers of Snohomish County. The expansion of the courthouse required a re-dedication and relocation of the memorial. In coordination with the courthouse design team and the County, Site Workshop created a new memorial location at the top of the Snohomish County Plaza on axis with Rockefeller Ave at a place of prominence and honor. The memorial and its eternal flame were re-dedicated on May 23, 2019.

Museum of Flight Vietnam Veterans Memorial Park was the product of generous donor support. The Museum of Flight restored the Boeing B-52G Stratofortress named 59-2584 Midnight Express and relocated the plane from Paine Field to their Tukwila campus. The iconic aircraft now forms the focal point of the new Vietnam Veterans Memorial Park located behind the Air Pavilion building. Inviting an up-close experience, a curved tribute wall surrounds the plinth where the plane now rests and includes personal plaques of remembrance for friends and family to honor loved ones. The park offers native meadow with seasonal wildflowers and provides space for small gatherings as well as larger events.

PROJECT CASE STUDY:

Pathways Park

LOCATION: Seattle WA
COMPLETED: 2024
OWNER: Seattle Parks and Recreation
PROJECT COST: Initial Cost Undefined.
PROJECT COST: \$6.5 Million (Final)
DELIVERY: Design - Bid (Low Bid) - Build
AWARDS: 2025 WASLA Award of Excellence
REFERENCES: Paige Reischl (Friends of Pathways Park)
Email: pmreischl@gmail.com
Phone: 206.349.4606
Roma Shah (Seattle Parks and Recreation)
Email: roma.shah@seattle.gov
Phone: 206.790.0744

Site Workshop was the prime consultant for the recently re-opened Pathways Park. This project started with the Eli's Park

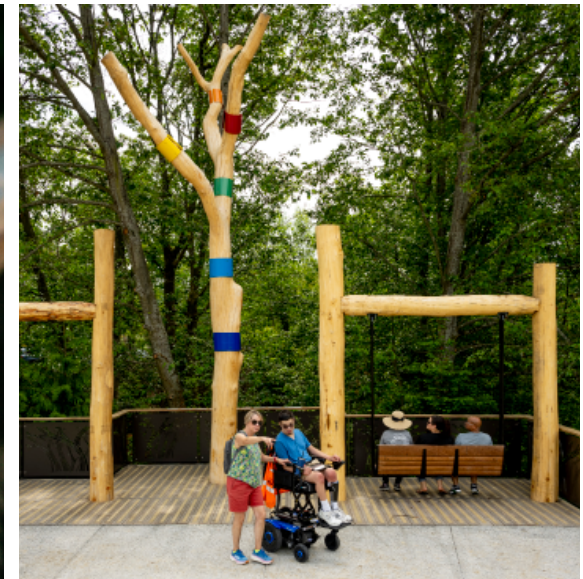


Pathways Park, Seattle WA.



Universally accessible interpretation

Project community group, who envisioned a park that would bring people of all ages and abilities together for health, wellness, play and community in a nature-based setting. The park was inspired by Eli, a sweet boy with Down Syndrome and too much joy to keep inside. Eli



Integrated art elements and connection to nature

loved everyone he met and his first independent sentence with an alternative augmentative communication device was, "I want to love." This park honors his memory and his generous spirit.

The site is situated in a pocket of localized

diversity, an existing park neighbored by affordable housing, a developmental preschool, the Ronald McDonald House, and Seattle Children's Hospital.

Through an iterative and far-reaching engagement process, Site Workshop collaborated with community members to develop a concept plan framed around creating a welcoming experience for all. The Parallel Pathways concept celebrates our togetherness, while honoring our differences. Two pathways encircle the park, winding together in parallel experiences of place and play, providing choices and opportunities to come together. One path remains easily accessible for those who need smooth surfaces to navigate the park safely, while the other meanders off and loops back to offer a variety of experiences for those seeking challenges as they explore. It doesn't matter how you choose to access the space; the important thing is that everyone can do it differently and together.

Site Workshop collaborated with community members, the Eli's Park Project and artist Hannah Viano to integrate features and artworks, tactile signage and messaging with a focus on creating experiences that feel welcoming, playful, and nature-based. Nature education, inspirational quotes, welcoming messages, five artworks, and three rainbow snags are spread throughout the park, some in plain sight and some providing moments of discovery. Structures were built using whole-tree structural lumber. A "treehouse" flush with the accessible loop pathways extends over a ravine, providing an universally accessible overlook experience. Donor recognition recognizes everyone who contributed to the park project with time, ideas and donations equally, respecting that giving takes many forms.

Pathways Park was a labor of love, a process of discovery, a collaboration of community and a feat of fundraising to achieve and award-winning, forward-thinking, universally inclusive park space that is a tribute to Eli and his love for all people.



Custom design nature play elements and accessible park map

Pathways Park, like the Fallen Firefighters memorial started its design process as "a blank slate." Led by Site Workshop and the Friends of Eli's Park, the project evolved through the engagement and discovery phases into what the community now loves as Pathways Park.

HEALING GARDENS

Our extensive portfolio of large health care projects in the Pacific Northwest includes: University of Washington Medical Center, Harborview Medical Center, St. Michaels Medical Center in Silverdale, St. Clare Medical Center Lakewood, St. Anthony's Medical Center in Gig Harbor, Providence Everett Medical Center in Everett, Swedish Edmonds Medical Center in Edmonds, and Seattle Children's Hospital. Each of these projects has incorporated healing gardens into their facilities, with numerous similarities to memorial design. They offer a dedicated place to re-connect with nature, to find solace, to meditate and explore emotions, and to support the process of healing. Healing garden design often involves stakeholder meetings with healthcare providers, and patients and their families, and they often are funded through donations, both large and small.

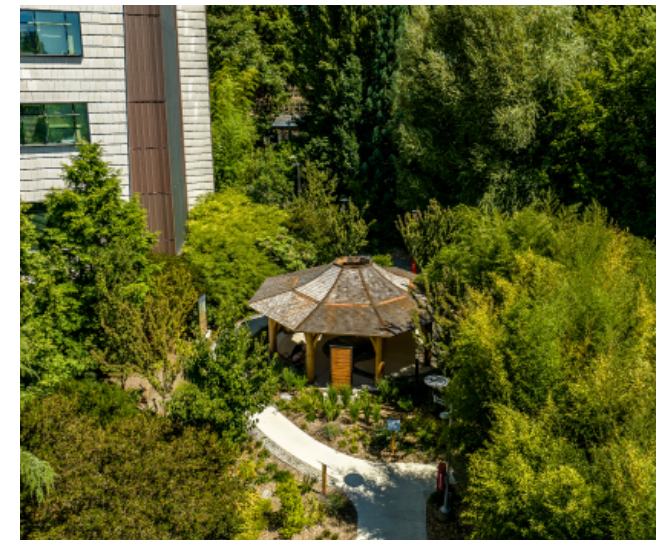
PROJECT CASE STUDY:

Seasons of Miracles Foundation Healing Garden & Sanctuary

LOCATION: Seattle WA
COMPLETED: October 2022
OWNER: Seattle Children's Hospital
PROJECT COST: \$1 Million
DELIVERY: Design Build
REFERENCES: Simon Pritikin
(Seattle Children's Hospital)
simon.pritikin@seattlechildrens.org
Phone: 206.987.4834

Site Workshop was engaged by Seattle Children's Hospital Philanthropy to design and detail a site-specific healing garden and sanctuary on the Laurelhurst campus. The project was generously funded by donations by the Shute family, who tragically lost their daughter shortly after birth. Their vision was to create an immersive, nature-rich space that provides families going through healthcare struggles at the hospital a "healing space to wish, breathe and hope...."

While the project had gone through a design and visioning process prior to Site Workshop's involvement, the initial design was not meeting the reality of the project budget.



Healing Garden and Sanctuary within existing healing garden

Site Workshop engaged with the hospital and Shute family to brainstorm and assess the existing project. Our team listened to the project priorities and goals, iterated on potential project locations on campus, and provided creative solutions to bring the project into budget. The design and construction teams for this work collaborated to reduce project fees and costs to a "break-even" level, donating many hours, materials, and labor to the project to help realize the finish product.

Site Workshop engaged the Port Townsend School of Woodworking to develop a custom-designed shelter for the project that was integrated into the school's wood joinery class curriculum. We collaborated with them on the design to integrate the shelter into the overall site story.

A pathway to a private opening in the existing Bill and June Boeing healing garden on the south edge of the campus (another Site Workshop project) forms a spiral pathway into the center of the covered sanctuary.



Reflexology stones line the edge of the path. At the north, east, south, and west quadrants of the journey, mosaic panels from the original project depict the

seasons of the year and are displayed in garden spaces with plantings that highlight the beauty of each season. At the center of the sanctuary there is a polished stone that is placed to sit or lay on your back. An opening in the structure above allows you do see the sky, feel the rain, or gaze to the clouds and stars. The healing sanctuary and healing garden have become a sacred space on the hospital grounds and a successful collaboration that meets the goals of both the Shute family and the hospital.



PROJECT CASE STUDY:

Fort Lewis Memorial Park and Reflection Park

Location:	Joint Base Lewis McChord
Completed (Design):	2008
Engineers Estimate:	\$5,178,000

While Reflection Park portion of the project ultimately was unrealized due to changes in JBLM leadership the design reflects the our team's ability to design and detail immersive memorials at a large scale. The project was documented through the construction documentation phase and was ready for public bid.

This design for both Memorial Park and Reflection Park was led by Site Workshop with a team of consultants and artists. The project design was a collaboration with

AUSA, Fort Lewis Chapter, and Reflection Park and Memorial at Fort Lewis, two non-profit organization stakeholder groups. The park design memorializes the names of fallen service men and women with ties to Washington State, from all uniformed services and all major conflicts, beginning with World War I. The names of the fallen were to be engraved on massive boulders of Washington basalt, arranged along gently arcing paths of crushed granite.

The path culminates in a reflection pool set between panels of native prairie and lawn. Beyond the reflection pool, visitors enter the four-acre Memorial Park, which is built today. The Memorial Park site contains brigade-sized unit memorials that are placed within the park's landscaping to allow an accessible, yet private, setting for visitors.

The goal of these project was to create a tranquil place to reflect and remember those who have fallen in past conflicts, while accommodating future conflicts.



Past Performance



Tivoli Fountain dedication 9/8/2017 - Site Workshop and DES Project Team Celebrate a successful renovation with Governor Jay Inslee

Past Performance

Describe the approach the Proposer might utilize to achieve and maintain Owner's project scope, schedule and budget. Describe and provide examples of how the proposer successfully developed Owner's project scope while staying within the proposed budget. Discuss tools and methods for scheduling projects for both design and construction. Show how the interrelationship of successful management of scope, schedule, and budget creates successful projects.

SITE WORKSHOP PROJECT APPROACH

In 2000, we founded Site Workshop with the intent to work on projects that enrich the local community, regardless of size or scale. Since then, Site Workshop has become a dynamic landscape architecture firm with an extensive portfolio of projects that includes parks and open space, memorials, historic landscapes, entitlements, commercial development, civic and cultural projects, healthcare and education campuses, and natural areas restoration.

Our studio of 22 is big enough to take on some of the largest, most complex projects in the region and yet small enough that we can still dedicate ourselves equally to communities across the region. We work as a collaborative team in an open studio environment that is fueled by the free exchange of ideas and information. We all bring our own particular passions and interests to the table, seeking design solutions that are multi-faceted, sustainable, and cost-effective. We aim to blend function with art, practicality with innovation, and sensibility with good fun.

PROJECT ASSUMPTIONS

For this project, we know that there will be important meetings with stakeholder groups including the firefighting community, their respective unions and professional affiliations, and Campus stakeholders to develop a concept for the memorial that meets the goals and vision that this project has established. We know that the design is currently a "blank slate" and we are excited to facilitate a collaborative design process that is both efficient and inspiring.

We also understand that there is no pre-established budget for the construction for this memorial. However, we know that with all projects, understanding the budget decision making process will be fundamental to success.

SCOPE & SCHEDULE AND BUDGET

Site Workshop creates project schedules using Microsoft Project software. These critical-path management schedules are continuously updated as required to inform the Owner and consultant teams about the overall timeline with detailed tasks and deliverables. Our internal team use Monograph project management software

to manage the projects financials, including subconsultant management, project invoicing, and project time tracking. Monograph provides our team simplified milestone and deliverable schedules are shared with the entire owner and design team.

We will work at every step of the design process to provide cost estimates as the project evolves and we will use real-time cost models to help guide decision-making toward the preferred design solution. We have DCW Cost Consultants on the team for this reason, as they are experienced in providing easy-to-understand cost analysis that allows stakeholders to make informed decisions about design elements.

CCDAC Project Reviews

Site Workshop is familiar with the CCDAC project review process and we are prepared to present and solicit feedback that strengthens this project throughout all phases of design and construction. We understand that CCDAC review may be required at the following phases: Predesign (Project Definition and Discovery Phase), Schematic Design, Design Development, Construction Documents / Construction Progress, and Post-Construction Evaluation and Review. Our team appreciates the collaborative feedback and professional review of the CCDAC committee and welcomes the positive impacts these sessions have on the quality of the overall project.

Project Definition and Discovery Phase (Predesign) - 6 months

Our proposed approach for this project is to kick off the design effort with a Project Definition and Discovery phase. We recommends a 6-month duration for this phase to allow for meaningful stakeholder engagement and project discovery. This includes a minimum of three (3) in-person, hands-on engagement meetings with project stakeholders. These meetings will be led by Site Workshop and will guide the process of discovery to explore the project goals, define the project scope, establish a project schedule, and set a project budget. These parameters will establish the next phases of design, identify additional project consultants and experts that may be required, and establish goals for project funding.

Concept Design Phase - 2 months

The Concept Design Phase will be an extension of the Project Definition and Discovery Phase. This design phase will begin once a detailed existing conditions survey and geotechnical report is complete for the project boundaries. This phase will include any new onboarded consultants (artists, architects, exhibit design, etc) and will synthesize the Discovery phase stakeholder input into 3 concept design options for review with State agencies and stakeholders. The concept options will be refined and focused into a preferred conceptual site plan.

Schematic Design Phase - 3 months

In this first phase of design, the design team will refine the preferred concept design and begin to include all scopes of work required to develop the first stage of delivering the project for public bid.

Design Development Phase - 3 months

Design development is when we will dive into the details and explore material options, design detailing, and critical coordination between the consultant team. At this phase of design we will have definition of the entire scope of work through drawings and specifications. This phase of design will be developed to such a level that DCW will be able to establish a Maximum Allowable Construction Cost estimate.

Cost Estimating Phase (MACC) - 1 month

At this phase of the design, this cost estimate will be sufficiently informed to establish the project scope's Maximum Allowable Construction Cost. This estimate will be shared with the entire team for review and comment, and then revised so that the estimate we deliver to DES is based on all of our shared knowledge of recent bidding activity.

Construction Documentation - 6 months

Construction Documentation is a critical phase for the final detailing and coordination of the project. Site Workshop will review and provide interim milestones for DES review, as required by the DES team and at 50% CD, 95% CD and 100% CD for internal team coordination and document control. Project manuals and full project specifications will be developed and delivered to the client for project bidding.

Bidding - 1.5 Months

Bidding public work is particularly challenging and requires an extra level of scrutiny that some firms overlook. We use our two decades of experience designing public parks to anticipate gaps prior to bid, improving the quality of bids, and minimizing change orders. We build in bid protection by defining alternates that everyone is on board with and we work to develop a schedule that allow for bidding at optimal times of year.

Construction Administration - 9 months

We have developed a comprehensive skill set for managing the construction of public work. At Site Workshop, we take pride in our ability to facilitate a healthy and productive construction environment. We work to earn the trust of contractors while holding them to the high standards required for the long-term success of the built work. We organize weekly meetings to address immediate needs and to track lingering issues in accordance with the contract. Our site visits include thorough reviews of built work and also anticipate work to be completed in order to avoid oversights and other mistakes.

Once construction is complete, our job is not done. We support clients with warranty reviews, development of a landscape management plan, and on-going reviews during the establishment



Schematic design will begin with a deep understanding of the site.



Site Workshop has an open office environment to support innovation and creativity.



period to ensure the project performs as designed.

Our experience as both a prime consultant and subconsultant on highly complex, technical projects has earned us a reputation for proactive, thorough project management, as well as comprehensive design documentation and diligent construction oversight.

We take pride in our role in working with public agencies, communities and design partners to create well-loved places that enrich the quality of daily life. Since our founding, we have led the design for more than 50 parks, with several more in various stages of development. Our priority is to help connect with the project and the project story in the most accessible and inclusive way possible. We are especially proud to have worked with many of our public clients for many years over multiple projects, which we see as a testament to well-earned mutual trust.

QAQC

Details matter and are especially important in public projects. We utilize a robust quality control process which includes Principal involvement throughout, regular reviews by staff not involved in the design and our "Design Review" meetings where the entire workshop reviews and comments on the design. All of this ensures that the design and documentation meets our high standards and our documentation is as strong as it can be by the time the project goes out to bid.

For QAQC, we will work with DES to develop a process that meets the needs of all project stakeholders. This could take the form of a Bluebeam session at each milestone where the entire team is invited, providing detailed instructions on how to review and comment.

PROJECT CASE STUDY: TIVOLI FOUNTAIN RENOVATION

Project Description

RFQ MARCH 30, 2016. PROJECT NO. 2016-952. Scope of Work: "This Request for Qualifications (RFQ) seeks to select a team to assess the historic Tivoli Fountain on the Capitol Campus in Olympia, Washington and design necessary repairs." "The total allocation is \$450,000."

Project Team

Site Workshop assembled a design team including a Civil and Structural Engineer, Electrical Engineer, and Fountain Mechanical design consultant to execute the scope requested by the RFQ. Our team was selected for the project.

Project Scoping

During scoping of the project, our team was concerned that the total allocation stated in the RFQ would not allow for a project to meet the scope of work requirement that stated, "The state is pursuing a minimal 25-year life for the repairs undertaken in this project. We intend to minimize water loss while retaining concrete fountain basins in as close to original condition as possible, retaining historic functionality and character while replacing original components, as necessary."

To address this concern our team proposed an initial discovery phase that included a deep dive review of the historic construction documentation, a site visit to review the existing capability and operation of the fountain including a review of water loss and visual leaking. This phase ended with a revised and updated project budget for construction. On June 16, 2016, Site Workshop provided the



Both hand and digital drawing tools are actively used in all our work.



Quality assurance is integral to our design culture



results of the deep-dive review with an adjusted engineers estimate for construction repairs and upgrades to meet project goals at \$671,000.

Project Execution

DES reviewed the new engineer's estimate and agreed to advance the project through design and construction documentation, bidding and construction administration phases with a new MACC and bid alternates designed to meet project lifespan goals.

The project bid was successful and the project was constructed per plans and specifications. Bid alternates were accepted and the final pay application from August 2017 from the General Contractor completed the project for \$726,341. This resulted in a project that was within 8% of the engineer's estimate.

Total Design Fees were 18% of the construction cost.

Conclusion

Eight years since project closeout, the Tivoli Fountain continues to operate per the project requirements and is providing a memorable experience for all who live, work, play, and gather on our State's beautiful and historic West Campus Olmsted Greensward. We are confident that the Tivoli fountain will continue to operate to and beyond the stated project goals.

KEYS TO PROJECT SUCCESS:

At Site Workshop we understand that the interrelationship of successful management of scope, schedule, and budget creates successful projects. We also deeply appreciate that our professional reputation is grounded in the quality of our design work and documentation. We invest considerable resources into quality control processes that produce comprehensive, concise,

and clear deliverables at every milestone. That in turn contributes to a firm culture that remains focused on design excellence.

At Site Workshop, we have an internal working group focused on strengthening our technical systems and our culture. These teams meet regularly and share back knowledge with the entire workshop at weekly Systems meetings and semi-annual retreats. These opportunities for continuing education our integral into our operations.

Design review is another integral part of the workshop. During each phase of design, we present projects to the entire Site Workshop team at our weekly design review sessions. This forum offers our clients the collective experience and expertise of the workshop to critically assess the current design to ensure that no opportunities are missed.

All of our project managers are trained to successfully manage a project's scope, schedule, and budget. Moreover, everyone is required to use our internal QA/QC manual, which includes checklists for comprehensive coordination and documentation at each project milestone.

Redline sets are typically shared electronic files using Bluebeam Revu. Markups and corrections can be tracked in real time by the project team, and shared with clients and multidisciplinary project partners to ensure tight coordination.

We remain focused on delivering the best project possible, bringing enough flexibility and creativity to the job site to efficiently work through challenges collaboratively with the contractor, client, and design team.



Original tivoli fountain rendering



Tivoli Fountain sputters to life during Design Team Discovery Phase



Tivoli Fountain April 2024

Diverse Business Inclusion Strategies



Diverse Business Inclusion Strategies

A self-certified SBE in Washington State, Site Workshop strives for gender, racial and ethnic diversity, and inclusiveness in our staff. Our goal is to have a workforce that represents the broad range of communities in which we work and is diverse in all job classifications and levels. We seek to foster a culture and work environment where all employees have the opportunity to be successful in their careers and to be represented at all levels of the organization.

Moreover, we prioritize opportunities to collaborate with diverse businesses as project partners whenever possible. We routinely network within the A&E community to identify diverse businesses who deliver high value for our clients, while also help meeting stated diversity goals. This entails attending industry conferences, public agency contracting events, and outreach to colleagues in the region. We also keep an eye out for new firms that meet diversity priorities, with the intention to help provide them with valuable project opportunities as a subconsultant. We're even open to collaboration with these firms when it means subbing out part of our landscape architecture scope. In the end, we are confident that increasing diversity in our regional industry makes the design community stronger.

As a workshop, we participate in the International Living Future Institute's Just Label program as a way to promote and further transparency about our values at an organizational level. This includes diversity and inclusion, employee benefits, equity, stewardship, employee health, and purchasing. We value the program to hold ourselves accountable as a private company, serving as a tool to inform our continued growth and improvement. In our Fall 2024 bi-annual retreat, the whole office gathered to review our scoring, identify opportunities for improvement, and set targets for the future.

Site Workshop has an active Race & Social Justice (RSJ) committee which created a 'Hiring Process Guide' as a tool to help Site Workshop work towards more equitable hiring processes. It provides a best practice outline for advertising open positions, creating hiring committees, reviewing applications, interviewing candidates and on-boarding and training new employees. The RSJ committee also organizes guest speakers, tours and trainings to promote continued learning and understanding on social justice and equity.

In 2021 Site Workshop contributed \$100k and raised nearly \$200k to establish endowed scholarship funds in support of diversity, equity and inclusion in landscape architecture at the University of Washington and Washington State University. The distributions from these funds provide scholarships to landscape architecture students from diverse backgrounds, specifically Black and Indigenous People of Color (BIPOC).

ARCHITECT – ENGINEER QUALIFICATIONS					1. Solicitation Number 2025-583	
Part II – General Qualifications						
2a. Firm Name Site Workshop				3. Year Established 2000	4. DUNS Numbers 618788322	
2b. Street 3800 Woodland Park Ave N, Suite 200				5. Ownership 5a. Type Limited Liability Corporation		
2c. City Seattle	2d. State WA	2e. Zip Code 98103				
6a. Point of Contact Name and Title Jim Keller - Principal				5b. Small Business Status Small Business		
6b. Telephone Number 206-285-3026		6c. Email Address jimk@siteworkshop.net		7. Name of Firm (if block 2a is a branch office) N/A		
8a. Former Firm Name (if any) N/A				8b. Year Established N/A	8c. DUNS Number N/A	
9. Employees by Discipline				10. Profile of firm's experience and annual average revenue for the last 5 years		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) Firm	(2) Branch			
39	Landscape Architect	21		L03	Landscape Architecture	6
02	Administrative	1				
Total		22				
11. Annual Average Professional Services revenues of firm for last 3 years <i>(Insert revenue index number shown at right)</i>		Professional Services Revenue Index Number				
a. Federal Work		1		1. Less than \$100,000 2. \$100,000 to less than \$250,000 3. \$250,000 to less than \$500,000 4. \$500,000 to less than \$1 million 5. \$1 million to less than \$2 million 6. \$2 million to less than \$5 million 7. \$5 million to less than \$10 million 8. \$10 million to less than \$25 million 9. \$25 million to less than \$50 million 10. \$50 million or greater		
b. Non-Federal Work		6				
c. Total Work		6				
12. Authorized Representative The foregoing is a statement of facts						
a. Signature 					b. Date 9/10/2025	
c. Name and Title Vinita Sidhu, Partner						