



SUBMITTED TO:

Department of Enterprise Services

SUBMITTED BY:

KMB architects, inc. p.s.

Project No. 2026-403:

DSHS Olympic Heritage Behavioral Health – Joint Commission Compliance

12844 Military Rd S, Tukwila, WA 98168

Department of Social & Health Services

October 23, 2025



October 23, 2025

Attn: Bryan Ryerse, Project Manager
Washington State Department of Social & Health Services
bryan.ryerse@dshs.wa.gov

RE: RFQ for Design Services Required for oProject No. 2026-403: DSHS Olympic Heritage Behavioral Health – Joint Commission Compliance, 12844 Military Rd S, Tukwila, WA 98168

Dear Mr. Ryerse and Selection Committee Members,

KMB architects is pleased to present our qualifications for Project No. 2026-403: DSHS Olympic Heritage Behavioral Health – Joint Commission Compliance in Tukwila, Washington. Since our firm's founding more than thirty-five years ago, the predesign, planning, design, and construction administration for behavioral health facilities has been a core component of our practice.

Our team is honored to have been selected by DES / DSHS for previous work on the OHBH building on an emergency basis and we are excited to continue our support of the renovation of this critically needed facility. KMB's specific knowledge of the building and DSHS policies and procedures and design practices make KMB uniquely qualified to provide the requested services. We are confident our team represents the fastest and smoothest successful transition to the next phase of work at OHBH.

We remain committed to providing you with the highest level of professional service and integrity for which KMB is known. We look forward to the opportunity to share our passion, expertise, and project approach in greater detail with you. Please do not hesitate to contact me should you have any questions.

Sincerely,
KMB architects, inc. p.s.



Tony Lindgren, PE, Associate DBIA, Principal-in-Charge
TonyLindgren@kmb-architects.com



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STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

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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: KMB architects, inc. p.s.		
UBI: 601280410	TIN: 91-1508345	License#: 601280410 (UBI)
Point of Contact Name: Tony Lindgren, PE, Associate DBIA		
Point of Contact Title: Partner		
Email: TonyLindgren@kmb-architects.com		Telephone: (360) 352-8883
Address: 906 Columbia Ave SE, Suite 400		
City: Olympia	State: WA	Zip: 98501



Executive Summary

Since KMB's founding more than 35 years ago, our work has been centered on projects for State agencies, including the Washington State Department of Social & Health Services and Department of Enterprise Services. Our projects have included master planning, predesign and programming, on-call contracts, design, and construction administration, including extensive experience with secure, occupied facilities. The following summary outlines our team's qualifications and collaborative approach to addressing this complex project.

Joint Commission Compliance Understanding

Olympic Heritage Behavioral Health (OHBH) provides care for 112 patients across five remodeled wards. While wards 3-North and 4-West were successfully brought into compliance with Joint Commission (TJC) certification standards through the standard permitting process, wards 2-West, 3-West, and 2-North, as well as several other campus areas, remain non-compliant and require corrective improvements.

Because the facility will remain fully occupied and operational during construction, maintaining safety, patient care continuity, and staff coordination will be critical. Detailed phasing and sequencing plans will be developed in collaboration with OHBH staff and the selected contractor to ensure minimal disruption and secure, compliant operations throughout all phases of construction.

A survey assessment completed by KMB in 2024 identified multiple deficiencies that could result in Environment of Care citations, requiring modification to meet Joint Commission accreditation standards.

Key areas of improvement include:

- Door hardware upgrades for compliance with life safety, fire safety, security, and ADA standards
- Installation of automatic fire sprinkler systems at exterior canopies, overhangs, and closets
- Correction of lower-level exit discharge routes and improved illumination and signage for means of egress
- Modifications to storage systems to eliminate infection control risks
- Renovation of patient wards to include patient-use laundry facilities and relocation of light switches outside patient rooms
- Enhancements to suite separation, hazardous content controls, and fire/life safety area separations
- Improvements to infection control systems, environmental care provisions, and ADA-compliant outdoor patient spaces with anti-ligature design
- Repairs and replacements within the Treatment Mall, including storefront glazing, foundation/slab, and roof systems
- Re-keying of doors to unify security under a single keying system

TJC and Centers for Medicare and Medicaid Services (CMS) Compliance Experience

KMB has extensive experience assessing health care facilities and establishing pathways for compliance. Our approach is grounded in a structured, collaborative process that prioritizes patient safety, operational efficiency and continuity, and long-term maintainability. Our effort will integrate architectural design, life safety engineering, infection control, and operational coordination to ensure OHBH meets all regulatory and accreditation requirements.



Work Completed at OHBH

KMB has been on-site at OHBH since the former Cascade Behavioral Health hospital was purchased by DSHS in 2023. KMB was engaged to deliver comprehensive Architectural and Engineering (A/E) services aimed at evaluating the existing facility and ensuring it was fully prepared to admit its first patients in October of that year.

A thorough examination of the building was conducted to verify adherence to all applicable codes and regulatory requirements, ensuring patient safety and operational readiness. KMB identified and documented all necessary modifications, repairs, and enhancements required for patient occupancy. This included prioritizing tasks based on urgency, compliance, and functional needs.

A preliminary cost analysis was prepared to provide stakeholders with a clear understanding of anticipated expenses associated with the required improvements. These services were designed to streamline the transition of the facility into a fully compliant, patient-ready environment within the specified timeline.

KMB's role expanded in 2024 to include a CMS Certification Report. At the time, the facility's physical environment of care and life safety systems were either missing, deteriorated, or required significant upgrades to meet modern building code standards. Without these improvements, OHBH could not achieve CMS certification, and capital investment is necessary to ensure the safety and security of both patients and staff.

Following the closure of the hospital by its previous owners, medical services ceased, and the building's accreditation and CMS certification were terminated. While OHBH continues to operate programmatically in compliance with applicable regulations, its built environment does not meet CMS requirements for patient care areas and treatment spaces.

The report produced by KMB provides a systematic review of the facility's systems and components to identify deficiencies that prevent compliance. The findings of this report will guide OHBH in planning and prioritizing facility upgrades necessary for full regulatory compliance, including those identified in this RFQ, enabling DSHS to develop a strategic roadmap for future capital improvements.

Extensive Experience Partnering with DSHS

Our team brings a proven track record of successfully delivering complex projects for DSHS, including previous regulatory compliance projects. Our combined experience gives us the depth and versatility necessary to address the unique challenges of this assessment.

We have assigned our most senior and experienced staff to lead and support this effort. These team members bring decades of hands-on expertise in medical planning, design, and project implementation, ensuring the highest level of technical proficiency and strategic insight. We will work closely with stakeholders to align priorities, anticipate challenges, and deliver clear, actionable recommendations that support informed decision-making and long-term success.

Engineering & Building Systems Expertise

CMS certification for healthcare facilities requires a multidisciplinary engineering approach to meet federal safety and quality standards. Our engineering partner, Hargis, has extensive experience working in health care environments and will provide critical direction as we validate existing systems and develop strategies for compliance.

Key areas will include life safety engineering, mechanical systems for HVAC and infection control, electrical systems for emergency power and fire alarms, plumbing upgrades, and structural modifications for patient safety. Fire protection engineering and compliance with NFPA Life Safety Code are critical, along with specialized expertise in regulatory interpretation, medical planning, and phased construction strategies to maintain operations during renovations.

Cost Evaluation Framework

Our familiarity with the DSHS and OHBH enables us to develop accurate, data-driven cost projections. We will leverage our historical cost database, built from prior projects with DSHS, as well as our understanding of programmatic requirements and operational constraints to evaluate the financial viability of future facility improvements.

By providing realistic, clearly documented cost analyses, we aim to equip DSHS with the information needed to make strategic, cost-effective decisions regarding future investments at OHBH.

Long Term Planning

KMB will translate our findings into a strategic improvement plan that addresses all identified deficiencies while minimizing disruption to operations. The intention of the implementation plan will be to allow DSHS to prioritize capital investments based on overall agency commitments, and will focus on the following key areas:

Code and Standards Coordination

Confirm all interventions align with TJC standards, CMS Conditions of Participation, and state/local codes.

Behavioral Health Design Strategies

Integrate ligature-resistant fixtures, secure sightlines, and patient-use spaces that promote safety and dignity.

Infection Control and Safety Upgrades

Plan for finishes, HVAC improvements, and infection-resistant storage and utility systems.

Life Safety and Egress Improvements

Resolve fire separation, signage, and exit route deficiencies.

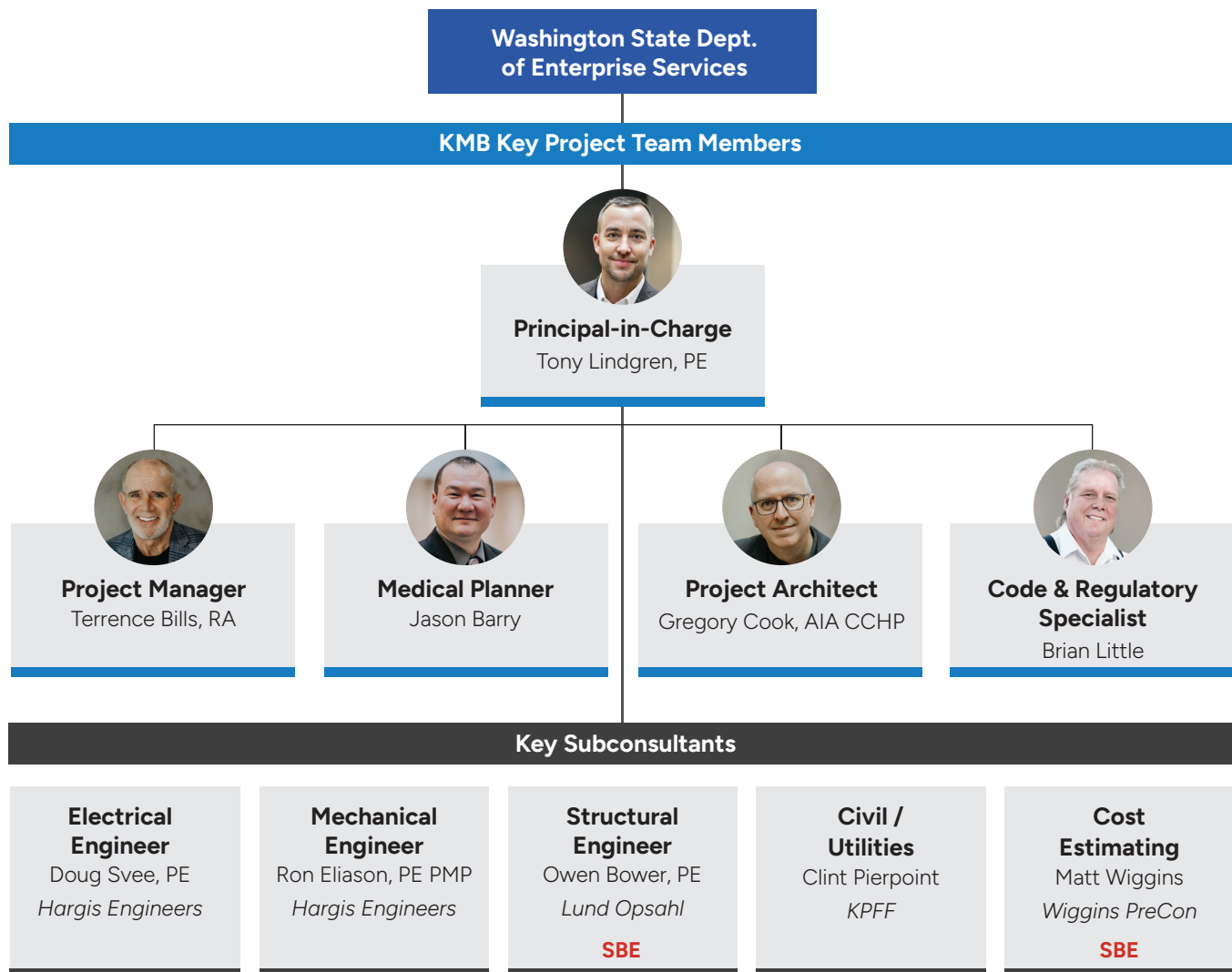
Sustainability and Maintainability

We will specify durable, easy-to-maintain systems that support long-term compliance.

Qualifications of Key Personnel

Team Organization

KMB's organizational structure for the DSHS Joint Commission Compliance project at OHBH reflects the depth, experience, and specialization required to successfully deliver a comprehensive and strategic evaluation and actionable solutions for this behavioral health facility. Each team member has been selected for their subject matter expertise and longstanding experience supporting DSHS on similarly challenging projects. Our team is led by senior professionals with decades of experience in facility planning, infrastructure evaluation, and health care facility operations. KMB will lead this project as the prime consultant with technical support from Hargis Engineers, Lund Opsahl, KPFF, and Wiggins PreConstruction Services.



Tony Lindgren, PE

Principal-in-Charge

Percentage of Time Assigned to Project: 25%

Years of Experience

22 Years

Education

Bachelor of Science, Civil Engineering
Washington State University

Registration

Professional Engineer, State of Washington

As Principal-in-Charge, Tony Lindgren will serve as the single point of contact, ensuring your project is delivered on time and within budget. Tony's primary responsibilities include managing the design team and maintaining clear, consistent communication with DSHS stakeholders. He oversees the performance of every team member, whether in-house or a subconsultant, providing accountability and leadership throughout the process. His expertise in firm management and collaborative communication fosters a culture of teamwork, commitment, and shared success. By emphasizing active listening and affirmation, Tony creates an environment where ideas are valued, and project goals are achieved with precision and purpose.

Tony's proven approach to project delivery combines strong facilitation skills with a talent for asking the right questions and offering thoughtful, practical solutions. He builds trust through transparency and efficiency, ensuring that every phase of the project moves forward seamlessly. His dedication to quality assurance and quality control guarantees that contract documents are comprehensive, well-coordinated, and clearly articulated. With a passion for excellence and a focus on meaningful outcomes, Tony consistently delivers projects that meet client expectations and reflect the highest standards of design and execution.



RELEVANT EXPERIENCE

- DSHS, Olympic Heritage Behavioral Health Hospital Main Facility Upgrades, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital CMS Certification Report, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital Wards 2N and 3N HCA Tenant Improvements
- DSHS WSH, Building 29 CMS Certification, Lakewood, WA
- DSHS WSH, Ward C9 Renovations, Lakewood, WA
- DSHS WSH, New Forensic Hospital Ward Renovations, Lakewood, WA
- DSHS CSTC, Ketron Cottage, Lakewood, WA
- DSHS/DCYF, Youth Housing, Lakewood, WA
- DSHS YVS, Multi Cottages, Nursing Office & Kitchen Upgrades, Yakima, WA
- DSHS SCTF Siting & Predesign, Snohomish County, WA
- DSHS WSH Building 29 Clinic Door Replacements, Lakewood, WA
- DSHS SCC Strategic Master Plan
- DSHS YVS Cottage Upgrades
- DSHS YVS Patient Activity Space Upgrades
- DSHS YVS Cottage Fire Door Replacement
- DSHS YVS Main Building Window Replacement

Terrence Bills, RA

Project Manager

Percentage of Time Assigned to Project: 45%

Years of Experience

37 Years

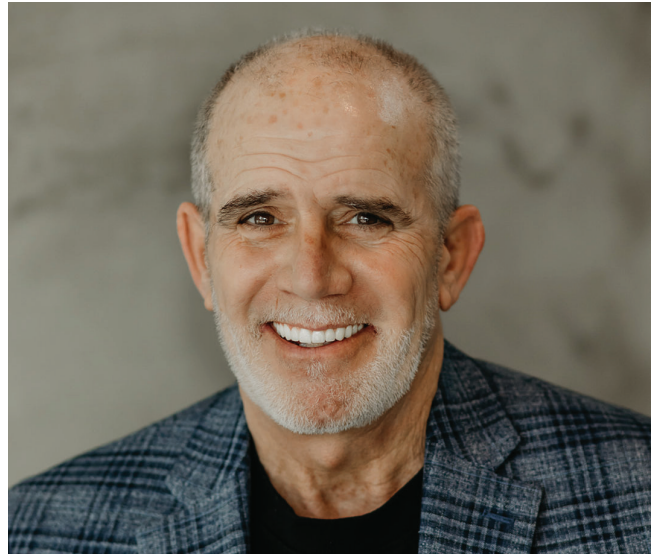
Education

Bachelor of Arts in Architecture
University of Michigan

Master of Architecture
University of Michigan

Registration

Architect, State of Washington



As Project Manager, Terry will work with PIC Tony Lindgren as your primary day-to-day contact, ensuring seamless coordination throughout the project. He will work closely with OHBH stakeholder groups and the entire design team to guarantee that your design and project requirements are met, communication remains efficient, and progress stays on schedule and within budget. A leader at KMB, Terry excels at balancing design and project management, aligning program goals with budget constraints, and harmonizing function with form. His commitment to continuous improvement drives him to explore innovative tools, refine processes, and expand his knowledge to deliver exceptional results.

Terry's positive approach is evident in every interaction with clients, colleagues, and consultants. With a clear understanding of communication channels and decision-making processes, combined with a calm and professional demeanor, he ensures accountability across all parties, whether the design team, owner, or general contractor, while fostering respect and collaboration. His extensive experience enables him to envision a comprehensive project plan and assemble the ideal team to execute it successfully. Terry's ability to lead with clarity, confidence, and foresight makes him an invaluable partner in achieving project excellence.

RELEVANT EXPERIENCE

- DSHS, Olympic Heritage Behavioral Health Hospital Main Facility Upgrades, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital CMS Certification Report, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital Wards 2N and 3N HCA Tenant Improvements
- DSHS WSH, Building 29 CMS Certification, Lakewood, WA
- DSHS WSH, New Forensic Hospital Ward Renovations, Lakewood, WA
- Pierce County 1501 Market Street Tenant Improvements, Tacoma, WA
- Pierce County City County Building Tenant Improvement, Tacoma, WA
- Clark County Jail Expansion & Renovation, Vancouver, WA
- Clark County Jail Work Center Expansion, Vancouver, WA

Jason Barry

Medical Planner

Percentage of Time Assigned to Project: 50%

Years of Experience

25 Years

Education

Associates Degree
Palomar College

Medical Planner Jason Barry brings a deep passion for improving communities through innovative healthcare design. Leveraging decades of medical expertise, Jason provides best-practice guidance while overseeing document production and project modeling to ensure accuracy and efficiency. His role is pivotal in aligning design intent with operational realities, guaranteeing that every decision supports patient safety, staff workflow, and regulatory compliance. Jason's collaborative approach ensures that stakeholders receive clear, actionable insights throughout the planning process.

With over 20 years of experience and projects at more than 3 major healthcare facilities across Washington State, Jason has developed exceptional knowledge of hospital operations, infection control strategies, and medical facility design standards. His ability to interpret zoning laws, building codes, local ordinances, and regulatory agency guidelines gives him a unique edge in shaping compliant and functional healthcare environments. Jason's responsibilities include program verification, infrastructure planning, adjacency optimization, material selection, and adherence to applicable medical codes. His expertise ensures that every project meets stringent healthcare requirements while delivering spaces that are efficient, safe, and patient-centered.

Jason's experience developing the previous OHBH CMS Certification Report brings incredible value to our team and to DSHS.



RELEVANT EXPERIENCE

- DSHS, Olympic Heritage Behavioral Health Hospital Main Facility Upgrades, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital CMS Certification Report, Tukwila, WA
- DSHS, Olympic Heritage Behavioral Health Hospital Wards 2N and 3N HCA Tenant Improvements
- DSHS WSH, Building 29 CMS Certification, Lakewood, WA
- DSHS WSH, New Forensic Hospital Ward Renovations, Lakewood, WA
- DSHS WSH, Exterior Upgrades, Lakewood, WA
- DSHS WSH Multiple Nurses Station Renovations, Lakewood, WA
- DSHS CSTC CLIP Expansion (San Juan Cottage), Lakewood, WA
- Nisqually Indian Tribe Health and Wellness Center, Design, Olympia, WA
- Nisqually Indian Tribe Elder's Center, Olympia, WA
- Nooksack Tribe Wellness Center, Deming, WA
- Providence Hospital, Multiple Locations, WA

Gregory Cook, AIA CCHP

27 Years of Experience | KMB architects

Project Architect

Percentage of Time Assigned to Project: 20%



Greg Cook is an architect and Certified Correctional Health Professional with deep expertise in behavioral planning and policy. Throughout his career, he has played a pivotal role in a number of projects focused on creating humane, secure environments for behavioral health treatment. He collaborated with DSHS on the Strategic Master Plan for the Special Commitment Center (SCC) on McNeil Island where he led evaluations of infrastructure, program revisions, operational costs, and relocation feasibility. He also contributed to statewide siting and predesign studies for SCTFs and advanced models for Less Restrictive Alternatives, supporting equitable, medically focused care for SCC residents.

RELEVANT EXPERIENCE

DSHS, Olympic Heritage Behavioral Health Hospital, Tukwila, WA
DSHS SCC / McNeil Island Strategic Master Plan, Steilacoom, WA
DSHS SCC SCTF Site Selection, Statewide, WA
DSHS SCC, Less Restrictive Alternatives (LRA) Study, Statewide, WA
DSHS Diversion and Recovery Program, Statewide, WA
DSHS SCTF Snohomish County Siting & Predesign, Snohomish County, WA
DOC Inpatient Psychiatric Unit Predesign, Statewide
DOC WCCW Elder Care Unit Predesign, Gig Harbor, WA

Education

Master of Architecture, Washington University in St. Louis

Bachelor of Science in Civil Engineering, University of Illinois at Urbana-Champaign

Registration/Certification

Architect, State of Washington

Certified Correctional Health Professional, National Commission on Correctional Health Care

Brian Little

38 Years of Experience | KMB architects

Code & Regulatory Specialist

Percentage of Time Assigned to Project: 20%



Brian Little's 38-year career has made him an expert at navigating complex regulatory frameworks and securing permits by coordinating with local, county, state, and federal agencies to ensure compliance with all applicable laws, rules, and standards. Since joining KMB in 2008, Brian has been extensively involved in the analysis and resolution of numerous complex regulatory issues for a variety of State and private sector projects. His experience ranges from preparing studies and reports to assisting with the preparation and filing of applications for required land-use entitlement, site development, and building construction permits.

RELEVANT EXPERIENCE

DSHS, Olympic Heritage Behavioral Health Hospital, Tukwila, WA
DSHS WSH, Building 29 CMS Certification, Lakewood, WA
DSHS WSH, Ward C9 Renovations, Lakewood, WA
DSHS WSH, Multiple Nurses Station Renovations, Lakewood, WA
DSHS CSTC, CLIP Expansion (San Juan Cottage), Lakewood, WA

Education

Bachelor of Architecture, Washington State University

Bachelor of Science, Architectural Studies, Washington State University



Doug Svec, PE - Electrical Principal-in-Charge

Hargis Engineers

Education: BS Electrical Engineering, Montana State University

Registration: Licensed Professional Engineer, State of Washington

Percentage of Time Assigned to Project: 15%

Applying his technical knowledge of systems to serve healthcare facilities, Doug balances design approaches with stakeholder goals and jurisdictional requirements to achieve desirable outcomes. He utilizes his understanding of the diverse program spaces, operational requirements, system performance objectives, and sequencing of work to provide continuity for the various functions of public operating environments and the driving factors that define project success.



Ron Eliason, PE PMP - Mechanical Principal-in-Charge

Hargis Engineers

Education: BS Mechanical Engineering, University of Washington

Registration: Licensed Professional Engineer, State of Washington

Percentage of Time Assigned to Project: 15%

Ron's knowledge base directly addresses the unique regulatory, patient- and staff-oriented environment of healthcare facilities. Experienced with programming and designing mechanical systems catered towards enhancing the aesthetic needs while providing the reliability and redundancy required of critical, operational systems, Ron collaborates with design teams, users and owners from concept to construction.



Clinton D. Pierpoint - Civil Principal-in-Charge

KPFF

Education: Engineering Studies - University of Washington and Washington State University

Percentage of Time Assigned to Project: 10%

Clint has 30 years of experience in civil engineering design and management, with expertise in all aspects of planning, design, and construction for site development and utility projects. He brings extensive experience working with DSHS, specializing in site development, utilities, and infrastructure assessments, including correctional facilities, water and wastewater systems. Clint is highly skilled in project delivery and multi-agency coordination, and frequently leads construction administration and ensures projects meet regulatory requirements under complex site conditions.



Matt Wiggins - Cost Estimator

Wiggins PreConstruction Services **SBE**

Education: Washington State University, Bachelor of Science, Construction Management
University of Washington, Master of Science, Construction Management

Percentage of Time Assigned to Project: 10%

With over 18 years of experience in the construction industry, Matt Wiggins has a well-rounded level of experience in estimating, general contractor field management and self-performed work management. Matt has worked for two large national commercial building general contractors and a large glazing system subcontractor. Matt has accurately estimated projects in every region of the Pacific Northwest, some over \$100 million in total cost.

*Department of Social and Health Services***Olympic Heritage Behavioral Health CMS Accreditation Report****SIMILAR ELEMENTS:**

- CMS Accreditation Report
- OHBH

COMPLETED: 2024**DELIVERY METHOD**

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

Shauna Essman, Architect
Construction Project Coordinator 3
shauna.essman@dshs.wa.gov

As initial improvements at the facility were completed, DSHS sought to develop a plan for CMS certification for OHBH. Currently, the facility's physical environment of care and life safety systems are either missing, deteriorated, or require significant upgrades to meet current building code standards. Without these improvements, OHBH cannot achieve CMS certification. Immediate capital investments are essential to ensure the safety and security of both patients and staff.

In early 2023, the previous owner, Cascade, discontinued medical services and ceased using the facility. When the hospital closed, its accreditation and CMS certification were terminated. Although the hospital continues to operate programmatically under applicable rules and regulations, its infrastructure falls short of the requirements for a compliant environment of care.

To address these issues, DSHS contracted KMB architects to initiate a systematic review of the building's systems and components to identify deficiencies that prevent compliance. In 2023, the first building assessment report was created by KMB architects for the purpose of establishing a base line and identifying critical upgrade requirements during the initial opening of the facility. A second assessment report was created in 2024 to identify additional findings during the initial building upgrade construction phases.

The findings from these assessment have provided guidance to OHBH in planning and implementing the facility upgrades necessary to achieve full regulatory compliance. Ultimately, this process will enable DSHS to develop a prioritized roadmap for future capital improvements, ensuring the hospital can meet CMS requirements and continue its mission of delivering safe, high-quality behavioral health care.

*Department of Social and Health Services***Olympic Heritage Behavioral Health Main Facility Upgrades****SIMILAR ELEMENTS:**

- Secure Facility
- Access Control
- Mechanical and Electrical
- Mental Health Care
- Evidence-Based Practices
- Group Treatment
- Recreation
- Occupied Campus
- Therapeutic Activities
- Food Service & Dining

COMPLETED: 2024**PROJECT SIZE:** 110,000 SF**DELIVERY METHOD:**

Design / Alternative Delivery

ORIGINAL/ACTUAL BUDGET:

\$10 Million

REFERENCE:

Shauna Essman, Architect
Construction Project Coordinator 3
shauna.essman@dshs.wa.gov

In 2023, The Washington State Department of Social and Health Services (DSHS) purchased the Cascade Behavior Health (now Olympic Heritage Behavioral Health) Hospital in Tukwila, WA, to serve civil conversion patients from Western State Hospital. In August of 2023, The Washington State Department of Social and Health Services (DSHS) contracted with KMB to provide A/E services to assess the facility and prepare it to receive its first patients in October. Services included code compliance review, detail and privatization of required work needed to receive patients, and a ROM cost estimate. The scope of this project included the remodel and upgrades to Wards 2-West, 3-West, 4-West, 2-North, 3-North, Kitchen, Dining, Patient Mall, all way-finding signage, and Door Hardware master planning

Patients at Olympic Heritage Behavioral Health are in a secure environment with trained staff collaborating on their treatment needs. Treatment teams work together to develop individualized resources and care plans for each patient. These multidisciplinary teams include staff from psychiatry, pharmacy, psychology, nursing, rehabilitation, and social work.

*Department of Social and Health Services***Olympic Heritage Behavioral Health Wards 2N and 3N T.I.****SIMILAR ELEMENTS:**

- CMS Accreditation Report
- OHBH

COMPLETED: 2024**DELIVERY METHOD**

Design / Alternative Delivery

ORIGINAL/ACTUAL BUDGET:

\$300k

REFERENCE:

Shauna Essman, Architect
Construction Project Coordinator 3
shauna.essman@dshs.wa.gov

This project is a non-structural interior tenant improvement project for patient wards 2 North on Level 2 and 3 North on Level 3 at Olympic Heritage Behavioral Health.

OHBH intends to provide lease space on Wards 2N and 3N to a behavioral health leasee. The purpose of this project was to selectively remodel existing areas on these wards to better accommodate the leasee's functional program requirements.

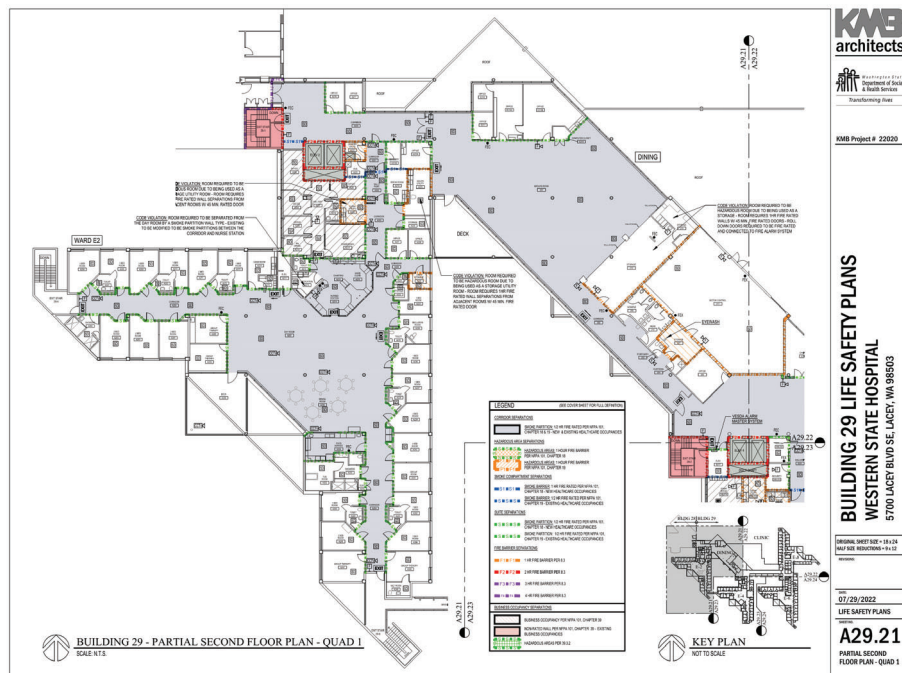
Wards 2N And 3N are intended to be used for patient sleeping, grooming, laundry service, group therapy, medication distribution and social activities.

The scope of work on Ward 2N includes demolition and abatement at limited locations. An existing laundry room is to be remodeled for the use of a new soiled holding room. An existing soiled utility room is to be remodeled for the use of a new laundry room. An existing patient sleeping room is to be remodeled to be use for a new office space. Select existing door leafs are to be modified for the installation of new behavioral health vision windows. The project area also includes minor modifications to the electrical systems, mechanical systems, plumbing system, and it network system. This project also includes the removal of any infection control risk and modification to be up to current codes.

The scope of work on Ward 3N includes demolition and abatement at limited locations. An existing patient sleeping room is to be remodeled to be use for a new office space. Select existing door leafs are to be modified for the installation of new behavioral health vision windows. The project area also includes minor modifications to the electrical systems, mechanical systems, plumbing system, and it network system. This project also includes the removal of any infection control risk and modification to be up to current codes.

Department of Social and Health Services

Washington State Hospital Building 29 CMS Certification



SIMILAR ELEMENTS:

- Comprehensive Compliance Assessment
- Strategic Planning
- Phased Implementation
- Accreditation Readiness

COMPLETED: 2022

DELIVERY METHOD

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

Larry Covey
Director, DSHS Capital Programs
larry.covey@dshs.wa.gov

KMB completed a building wide evaluation to identify omissions and errors at Western State Hospital Building 29.

The purpose of this study was to assess ongoing and future capital investments at WSH to maintain operations and obtain CMS Certification. KMB led the building assessment effort of the behavioral health and medical facility.

An in-depth onsite walk and assessment was completed with WSH stakeholders. This included a room-by-room visual inspection of the entire building. Field notes were compiled and issued as part of the final report. After completion of the investigative inspection, KMB developed a formal CMS Building Assessment Report.

The CMS Building Assessment Report included in depth information about the existing building. The report outlined the purpose of report, building history, identified specific problems and concerns of the built environment, and provided solutions for the building be ready for the CMS Certification process to be begin. The report was organized to provide information by building systems discipline.

*Department of Social and Health Services***Washington State Hospital Multiple Projects****SIMILAR ELEMENTS:**

- Secure Facility
- Nursing Station & Spaces
- HVAC Replacement
- Safety & Security
- Anti-Ligature
- Occupied Campus
- Accessibility
- Life Safety and ADA

COMPLETED: Varies**DELIVERY METHOD**

Varies

ORIGINAL/ACTUAL BUDGET:

Varies

REFERENCE:

Joey R. Roberts
Operational Planning & Logistics
Manager
joey.roberts@dshs.wa.gov

As part of KMB's ongoing State on-call contract, we have provided services from design through construction on multiple projects on the Western State Hospital campus. As with the OHBH facility, the design of spaces at Western State Hospital require a unique level of safety, security, durability, accessibility, ligature resistance, and restorative, calming, and rehabilitative design to best serve both the residents and staff on the campus. As an occupied campus, all work at WSH must have a high degree of coordination with users to ensure safety is maintained during construction while minimizing disruptions to staff and residents alike.

Projects that KMB has completed at the campus include but are not limited to the following:

Campus Nursing Stations - In a two-phase project, KMB worked with Western State and the Job Order Contractor to remodel a total of 8 nursing stations located in 4 buildings across campus. The purpose of the project was to create a secure and safe workspace for the medical staff. The renovation included new casework, new station enclosures with appropriate building system modifications, and new security windows.

Patient Safety Risk Reduction - We conducted an emergency review that reviewed door hardware which led to a reclassification of fire barriers/partitions to allow the removal of door closers (which presented a clear ligature risk). Other small projects at Western State Hospital involving ligature-resistant designs and fixture alternatives includes nurse station separation barriers and tub room repair and renovation.

*Department of Social and Health Services***Child Study & Treatment Center San Juan Cottage****SIMILAR ELEMENTS:**

- CMS Certification
- Secure Facility
- Nursing Station & Spaces
- Safety & Security
- Anti-Ligature
- Accessibility
- Life Safety and ADA
- Outdoor Patient Space

COMPLETED: 2021**DELIVERY METHOD**

Design / Bid / Build

ORIGINAL/ACTUAL BUDGET:

\$10 Million

REFERENCE:

Erik Logan, RN
Director of Nursing Services
loganeg@dshs.wa.gov

KMB provided predesign, design, and construction administration services to the Washington State Department of Social and Health Services (DSHS) for this building at the Child Study and Treatment Center in Lakewood, WA. This newly constructed 18-bed inpatient facility serves adolescents ranging in ages from 14-25. The facility is designed to provide secure 24-hour inpatient hospitalization for 8 forensic psychiatric patients charged with a criminal offense and 10 Children's Long-Term Inpatient Program patients with psychiatric disorders. The function of the facility requires these groups to be separated. To accommodate this requirement, the building was designed to include 3 major space groups consisting of a treatment wing, forensic unit and treatment wing, and administration and shared support space wing to allow for the greatest amount of flexibility and maximize use for the agency.

Past Performance



KMB offers a full spectrum of architectural and planning services that are uniquely suited for health care environments. Our team leads projects from identification of needs and visioning through concept development, final documentation, and implementation. We apply a structured yet adaptable planning methodology that fosters collaboration with stakeholders, ensures transparency, and aligns with the unique operational, regulatory, budgetary, and long-range goals of each client.

Collaborative and Transparent Planning and Design Approach

Our approach is grounded in clear communication, systematic analysis, and proactive problem-solving. We work closely with stakeholders to define priorities, understand operational drivers, and identify future scenarios. Throughout the process, we integrate facility conditions, regulatory constraints, and policy requirements with programmatic needs to deliver informed recommendations and phased implementation strategies.

KMB's track record of delivering design solutions is built on thoughtful scope definition, responsive engagement, disciplined project management, and a commitment to outcomes that are both visionary and achievable. We incorporate multiple quality reviews throughout each phase of the planning process, ensuring accuracy, feasibility, and alignment with the project's intent. Our team also focuses on project costs, evaluating planning options within a realistic financial framework to support informed decision-making.



This project should culminate in actionable, prioritized recommendations that are grounded in compliance and focused on real-world implementation.

Joint Commission Compliance Approach

Our approach for the OHBH Joint Commission Compliance project is rooted in proactive planning, transparent communication, and rigorous controls to ensure successful delivery within the established scope, schedule, and budget.

From project initiation, our team will collaborate closely with DSHS to confirm all compliance requirements and operational constraints. Recognizing that the facility will remain occupied throughout construction, we will develop a detailed phasing plan that prioritizes patient and staff safety while minimizing disruption to ongoing operations. This plan will sequence work in non-compliant wards and critical areas, allowing for continued occupancy and maintaining essential services.

Our key personnel bring extensive experience in mental health facility design, multi-phased state agency construction, and regulatory compliance. Our team will establish clear milestones and regularly review them with DSHS stakeholders, ensuring that any challenges are identified early and addressed promptly. We will facilitate regular coordination meetings with DSHS, facility staff, and contractors, providing updates on schedule, budget, and construction impacts.

Our project approach is designed to be flexible and responsive, adapting to unforeseen challenges while maintaining focus on the project's objectives.

Proven Success in TJC and CMS Planning

Recent reports and implementation plans that demonstrate the success of our approach include:

- DSHS OHBH CMS Compliance Report
- DSHS WSH Building 29 CMS Certification
- DSHS WSH Emergency Safety Improvements Partial Change of Use and Occupancy Project
- DSHS CSTC Orcas Cottage
- DSHS CSTC CLIP Expansion (San Juan Cottage)



Key Project Elements

KMB's approach to compliance planning is designed to guide complex projects from initial assessment through actionable outcomes. As the project progresses, our team is focused on addressing key project issues with a focus on:

- ✓ Informed recommendations aligned with goals, operational realities, and financial constraints.
- ✓ Phased implementation strategies that are both visionary and achievable.



Environment of Care

Facilities must provide a safe, functional, and supportive environment for patients, staff, and visitors.



Life Safety

Facilities must meet all applicable building and fire codes.



Infection Prevention and Control

Compliance requires a robust infection control program integrated into facility operations.



Patient Safety

Anti-ligature, Supervision and visibility design strategies to reduce self-harm.



Emergency Management

A written, all-hazards emergency operations plan.



Facility Maintenance and Documentation

Building conditions, maintenance logs, testing.



Governance, Policies & Performance

Leadership oversight ensuring continuous compliance, quality assurance and performance improvement programs.



Conditions of Participation

CMS enforces additional federal regulations required for Medicare/Medicaid reimbursement.

Preparing For CMS Certification Success

The implementation of the recommendations from the OHBH CMS Assessment report will proceed through a structured, multi-phase approach designed to address all identified deficiencies and achieve full regulatory compliance for CMS certification.

The first step will be the establishment of a project leadership team composed of representatives from DSHS, KMB architects and key OHBH staff. Led by KMB medical planner Jason Barry, the leadership team will conduct a thorough review of the previous assessment report, validating assumptions and identifying any information that has changed, including additional tenant improvements. Our team will work with DSHS to identify and prioritize the most urgent recommendations. Each recommendation will be broken down into specific work packages with defined deliverables, timelines, and resource requirements.

Throughout the project, the team will work closely with the City of Tukwila, Washington State Department of Health Construction Review Services, and other authorities having jurisdiction. Permitting, inspections, and code compliance will be integrated into the project schedule to ensure all improvements meet regulatory standards and avoid delays.



The first step to obtaining CMS certification will be to analyze and identify issues and concerns in key areas of the organization. These items include, but are not limited to the following:

1. Operational and Administrative Procedures and Documentation

Operational and administrative procedures and documentation define how a company conducts its day-to-day activities to ensure efficiency, consistency, and accountability. They include detailed instructions for tasks, like Standard Operating Procedures (SOPs), and broader frameworks of rules, like operational policies and manuals, which provide the necessary information and guidance for employees to perform their jobs correctly and compliantly.

2. Training and Safety Procedures and Compliance

Training and safety procedures are critical for ensuring workplace compliance and minimizing risks for both employees and the organization. Compliance training educates employees on regulations, policies, and ethical standards specific to their company and industry, while robust safety procedures provide the framework for a secure work environment.

3. Clinical and Quality of Care Compliance

Clinical and quality of care compliance refers to adherence to rules that protect patients, ensure safety, and mandate high-quality services through accurate record-keeping, evidence-based practices, and robust systems for managing patient information. This involves following regulations like HIPAA and the False Claims Act, implementing training, and creating a culture of ethical and patient-centered care, where the ultimate goals are patient safety and positive outcomes.

4. Built Environment Compliance

Hospital built environment compliance involves adhering to strict federal, state, and local regulations to ensure the physical space is safe, functional, and secure for patients, staff, and visitors. This includes detailed requirements for fire safety, infection control, structural integrity, accessibility, and energy efficiency, all overseen through inspections, quality control measures, and ongoing maintenance programs.



The first phase of built environment compliance study has already been completed with the creation of the 2023 and 2024 CMS Certification Reports by KMB architects. The next steps are to review and confirm the existing reports' findings are still valid. Additional areas of concern are to be identified using the CMS K-Tag checklist as a measuring stick by the design team. A meeting with the facility's Quality Control Team, Infection Control Officer, department heads, along with leadership and stakeholders should be scheduled to review, identify, and quantify all areas of concern based on the current or future functional program requirements. This meeting is to include discussion regarding

1. Review Report Findings

2. Identify additional issues and concerns

- Patient and Staff Security
- Life Safety Devices, Equipment, Pathways, and Assemblies
- Hazards and Emergency Procedures
- Infection Control
- Building Utilities and Systems

A schedule or table of these issues and safety concerns is to be created with resolutions for each line item identified. These schedules & tables are to be used as the basis of the project scope for the project drawings and specifications.

CMS Certification Process

CMS certification is essential for healthcare organizations to participate in Medicare and Medicaid programs. It verifies compliance with federal health and safety standards known as Conditions of Participation (CoPs) or Conditions for Coverage (CfCs). While steps vary by provider type, the process generally follows four stages.

1. Provider Enrollment

The first step is submitting an enrollment application. Most organizations use the online Provider Enrollment, Chain, and Ownership System (PECOS) for efficiency, though paper CMS-855 forms can be sent to a Medicare Administrative Contractor (MAC). MACs are private companies that manage Medicare's Fee-for-Service program, handling tasks such as processing claims, enrolling providers, and serving as the primary liaison between CMS and healthcare organizations.

2. Obtain a National Provider Identifier (NPI)

Before enrollment, providers must secure a unique 10-digit NPI through the National Plan and Provider Enumeration System (NPPES).

3. Compliance Survey

Once the application is processed, a survey ensures compliance with CoPs or CfCs. This can occur through two paths:

- State Survey Agency: Conducts on-site inspections on behalf of CMS.
- Accreditation by a CMS-approved organization, such as The Joint Commission or DNV, can substitute for a state survey. These accrediting bodies meet or exceed CMS standards, streamlining the process.

4. Approval and Certification

Following a successful survey, CMS assigns a Certification Number (CCN) and an effective date. The MAC then issues the final approval letter, officially granting certification.

In completing these steps, OHBH will be able to fully demonstrate compliance, enabling participation in federal programs and reinforcing their commitment to quality care and patient safety.

Managing Project Scope, Schedule, and Budget

KMB and our project team bring decades of collective experience supporting state agencies through comprehensive assessments of existing conditions, current operations, and future needs. We are skilled in facilitating data-driven, evidence-based decision-making that aligns with agency goals. Our project management approach, refined over years of successfully delivering work for state clients, is adaptable to projects of any scale or complexity and is ideal for coordination of phased projects.

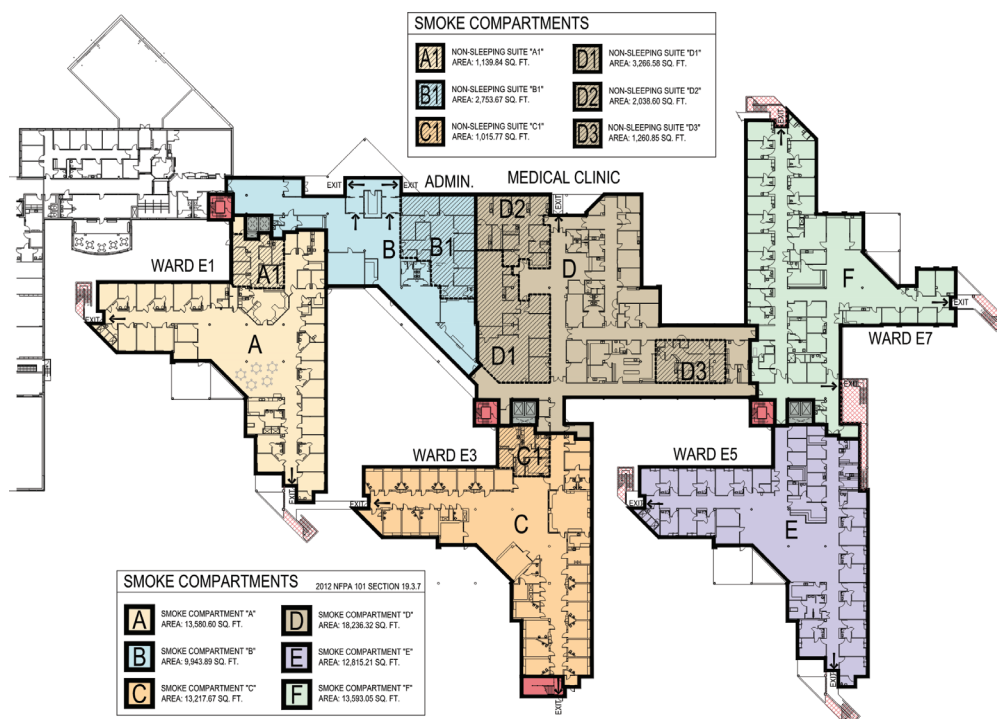
Successfully implementing Joint Commission Compliance at OHBH will require careful management of scope, schedule, and budget. These three elements work together and are the foundation of a well-executed project plan.

Defining and Maintaining Project Scope

When the scope is clearly defined and actively managed, it ensures that the project team stays focused on the goals and avoids unnecessary work. TJC compliance at OHBH will involve a number of individual projects that will have impacts on facility operations, and will require a clear definition of objectives, continuous communication, and attentive oversight. In the case of TJC Compliance, scope will ultimately be determined through communication and validation with DSHS, DOH, and CMS.

Prioritization will be critical to the TJC Compliance Project. Our team will bring a disciplined approach to prioritizing tasks and areas of focus to ensure that core objectives are met within the identified project constraints. By keeping the scope focused, well-communicated, and formally controlled, the CMS certification project will stay on track and deliver meaningful, credible results within the agreed parameters.

The development of a Functional Program will be key in establishing project scope. This document defines how a healthcare facility's design and operations will support the safe and effective delivery of care in compliance with federal standards. It outlines the facility's purpose, services, patient population, staffing, space requirements, and environmental considerations, demonstrating that the facility is compliant with the conditions of participation, life safety code, and infection control requirements. In behavioral health settings, the Functional Program is especially critical for showing how design strategies address patient safety, ligature risk, and therapeutic functionality, ensuring the facility meets all CMS and accreditation expectations. Because it is closely aligned with the layout and adjacencies within the facility, a clearly defined Functional Program is essential to defining the overall scope of the project.



Developing a Realistic and Flexible Schedule

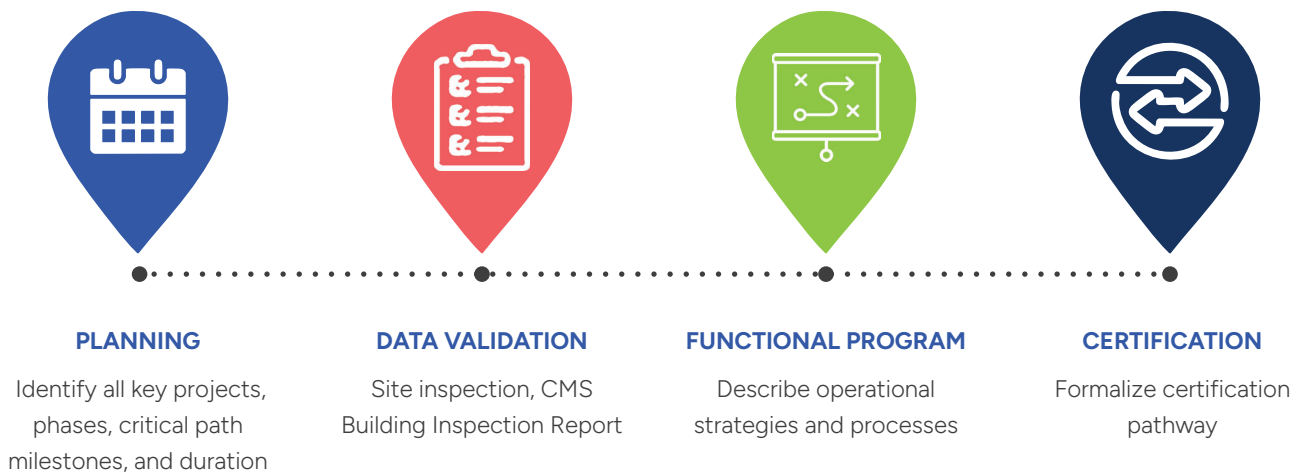
Our team will collaborate with stakeholders to develop a realistic project schedule, identifying all key projects, phases, critical path milestones, and duration. This will require a long-term, phased approach that balances capital spending, technical demands, regulatory requirements, environmental considerations, and stakeholder expectations. The process begins by clearly defining what will be required for certification and what the pathways for approval will be. Understanding the regulatory framework that governs each phase of the process will be essential to ensure critical milestones can be met.

A project schedule with multiple phases and potentially a long duration should not be considered static, and our project team will develop a plan that will allow it to evolve due to changing regulations or shifting needs. By building in this kind of flexibility, the project can progress in a deliberate, transparent, and accountable way.

Budget Management for Long-Term Success

Successful budget control for the compliance project will depend on continuous monitoring, responsive planning, and a strong alignment between project requirements, available resources, and operating conditions. By remaining financially vigilant and strategically flexible, the project can maintain momentum and deliver its long-term objectives for certification within realistic and sustainable financial boundaries.

Defining and managing the budget for an multi-phased project such as this requires a disciplined and adaptive approach that balances long-term strategy with short-term accountability. A comprehensive financial framework will need to be established to guide the project over its full lifecycle. This framework will provide detailed cost estimates for each phase and will identify potential funding sources. The plan will incorporate escalation factors and contingencies to account for inflation, market shifts, and evolving regulatory



requirements.

Quality Assurance & Quality Control

KMB employs a Quality Assurance (QA) approach that occurs continuously throughout the planning and design process to ensure ongoing coordination among all disciplines. Our tools are used to plan the work to ensure the deliverable is progressing and the project documentation is tracking to completion.

Multi-point checklists are used as a work planning tool and not simply a completion tool by establishing specific tasks, options, documentation, and deadlines. In this way we ensure we are ahead of issues before they become problems. Every team member participates in QA, and it is a critical component of the design process.

Our approach also prioritizes the integration of dedicated time for comprehensive quality control (QC) reviews at strategic points throughout the project. These reviews are scheduled to ensure that all deliverables are accurate, consistent, and thoroughly coordinated before advancing to the next stage.

In addition to catching potential errors, QC reviews provide an opportunity to refine and optimize solutions while ensuring the project's quality and functionality are upheld. We leverage our team's expertise, as well as advanced design tools and software, to conduct these evaluations with precision and efficiency.

KMB partner Gregory Cook will oversee the QA/QC effort for the consultant team, bringing more than 25 years of experience to the project. This approach not only improves the overall quality of the solution but also contributes to maintaining the project schedule and budget. By allocating time for thorough QC reviews in the schedule, we uphold our commitment to delivering a well-coordinated, high-quality compliance plan that meets or exceeds client expectations.

Owner Review

As part of our teamwork-oriented approach, after the checklist is complete, a set of documents is provided to the owner and their representative for their review and comment. The documents are updated to incorporate all QC and owner review comments prior to moving to the next phase. Client comments are tracked by the date they were implemented



Our multi-layered quality assurance process, combined with proactive client engagement and disciplined project management, ensures that every project is delivered with precision, efficiency, and lasting value.

and the resolution of each item to maintain an efficient and organized planning process.

Diverse Business Inclusion Strategies

KMB architects is an Equal Opportunity Employer that utilizes a wide variety of small, minority, women, and veteran owned businesses in our day-to-day projects and pursuits. We are committed to meeting the state's MWBE goals and facilitating the participation of new business enterprises to the maximum extent possible.

KMB's Business Inclusion Strategies

Our approach includes targeted outreach efforts aimed at increasing opportunities for a diverse range of businesses. Our Partners work diligently to ensure inclusion of MWBE businesses and remain continuously up-to-date on new businesses registered through the OMWBE and WEBS directory. The team members dedicated to diverse inclusion outreach efforts for this project are:

- Tony Lindgren, PE, Principal-in-Charge
- Terrence Bills, RA, Project Manager

Their responsibilities typically include:

- Recruiting qualified diverse business subconsultants.
- Completing the required monthly contract audits in B2Gnow in a timely fashion.
- Providing one-on-one assistance and mentoring diverse business consultants in understanding the project and our firm's selection process.
- Qualifying knowledge, capabilities, and capacities of diverse engineering and specialty subconsultants.

KMB's Outreach Involvement

Our team members have attended the annual Alliance NW Opportunities for Small Business Conference, which is hosted by the Washington State Procurement Technical Assistance Center with support of Federal and State agencies including DES.

KMB architects routinely meets with the Small Business Liaison for the US Department of Veteran Affairs to discuss upcoming projects and small business teaming opportunities.

We also use the State of Washington OMWBE directory for each project marketing opportunity we pursue. We typically search by commodity code and review the database of available firms.

One-on-One Assistance

Our process for selecting engineering and specialty subconsultants begins with identifying and defining the project scope. We then evaluate each candidate based on their qualifications, relevant experience, history of teaming with us, performance on public agency contracts, and prior work with Washington State. We work with minority-focused and new business groups that support small business inclusion. These groups include the SBA, the NW Minority Business Council, WA State's OMWBE, and WEBS. Opportunities include identification of qualifying firms, obtaining referrals, and posting potential design and engineering consulting opportunities on the agency websites.

Mentoring, Training & Capacity Building

An essential aspect of KMB's outreach and engagement is our commitment to nurturing talent and opportunity in the architecture, engineering, and construction community. This begins with connecting businesses to opportunities and extends through the design and construction process where our team provides experienced leadership and mentoring to firms taking on larger roles in more complicated projects.

Developing Lasting Partnerships

We build relationships through networking with other design firms to find out how similar outreach programs are working and sharing 'best practices' and ideas on how to improve our program. Our firm leadership team meets regularly with existing and interested firms to discuss areas of expertise and partnering opportunities. Our attendance at outreach events has proven to be a means of connecting and developing relationships with diverse business subconsultants.

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

2026-403

PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (or Branch Office) NAME KMB Architects Inc PS			3. YEAR ESTABLISHED 1987	4. UNIQUE ENTITY IDENTIFIER 91-1508345
2b. STREET 906 Columbia St SW Suite 400			5. OWNERSHIP	
2c. CITY Olympia			2d. STATE WA	2e. ZIP CODE 98501
6a. POINT OF CONTACT NAME AND TITLE Tony Lindgren, PE, Partner			a. TYPE S-Corporation	
6b. TELEPHONE NUMBER 253-376-7997			b. SMALL BUSINESS STATUS	
6c. EMAIL ADDRESS tonylindgren@kmb-architects.com			7. NAME OF FIRM (If Block 2a is a Branch Office)	

8a. FORMER FIRM NAME(S) (If any) KMB Design-Development Inc	8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
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9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
	Administrative	4		094	Alarm & Security Systems	2
	Project Manager	9		212	Building Condition Assessment	2
1	Architect	13		017	Commercial Building (low rise)	2
2	Civil Engineer	1		027	Dinning Halls; Kitchens/Food Serv.	1
21	Construction Project Manager	1		029	Educational Facilities, Classrooms	2
47	CADD Technician	12		039	Garages, Vehicle Maint, Parking	2
94	Security Specialist	1		217	Envelope Waterproofing	2
				072	Office Building Industrial Parks	3
					Judicial & Courtroom Facilities	2
				079	Master & Site Planning	2
				P06	Planning (Site, Installation, Project)	2
				084	Prisons & Correctional Facilities	5
				089	Rehabilitation (Bld, Structure, Fac.)	2
				201	Roofing, Design & Inspection	3
				100	Sustainable Design	3
				112	Value Analysis, Life-Cycle Coting	1
				14	Roofing/Envelope Consultant	3
				16	Programming	2
				096	Security Systems Integration	3
	Other Employees					
Total		41				

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million		
b. Non-Federal Work	7	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million		
c. Total Work	7	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million		
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million		
		5. \$1 million to less than \$2 million	10. \$50 million or greater		

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 10/22/2025
c. NAME AND TITLE Tony Lindgren, PE, Partner	