



2400 S. 249th Street, Des Moines, WA 98198

## **INSTRUCTIONAL PROGRAMS RELOCATION**

Project No. 2022-164

### **Statement of Qualifications**

July 28, 2022



ARCHITECTS

**SCHREIBER  
STARLING  
WHITEHEAD**

July 28, 2022

Mr. Brady Knowles  
Department of Enterprise Services  
Engineering & Architectural Services  
1500 Jefferson Street SE  
Olympia, WA 98501

Subject: **Instructional Programs Relocation for Highline College**  
Project No. 2022-164

Dear Mr. Knowles and Other Members of the Selection Committee:

A tight schedule... a tight budget... multiple buildings... AND occupied buildings!

This is a tough challenge and one fraught with risk to Highline College. You need a team that has done this before, knows the pitfalls, and will give you straight and honest guidance so that your campus leadership can make decisions that are well-informed and based on sound decisions that minimize the impact to your campus. SSW Architects and our team of consulting engineers has “been there, done that” and here’s how we can help.

From our past work at Highline and other SBCTC institutions, we’ve developed a solid understanding of how to deliver phased projects in occupied buildings. The many renovations we’ve completed that are directly relevant to Highline include:

- Highline College – Building 12, Presidents Office and Human Resources Renovation: Provided a full demolition and re-build of an under-utilized science building into a new home for campus leadership and the college HR department. Follow-on work in Building 25, included partial renovations of the first and fifth floors for some of Highline’s business functions (first floor) and the Access/Achieve program (fifth floor).
- Green River College – Student Affairs and Success Center and Zgolinski Building: Renovations provided new student services and administrative offices (Welcome Center, Testing Center, Admissions and Financial Aid, President and Foundation offices, Board Room, Academic Instruction, and so much more).
- Edmonds Community College – Gateway, Brier, and Snohomish Building Renovations: Included International Student Services, Student Diversity Center, President, and Foundation offices.
- Seattle Central College – Renovations of the Broadway Edison Building for International Student Services, Institute for English, computer lab, facilities support, and multiple restroom renovations.

Key to success is the ability of your design team to assist the college in decision-making around:

Understating the Responsibility

Students who are not served by access to classes or faculty is simply not an option. A primary focus for planning this project is to assure that student needs always come first: before, during, and after construction.

Maximize Value

You are putting your own local dollars into making this project happen. We need to make sure that each element of the project budget is effectively used to solve important problems. We will work with you to find the solution that maximizes the value for each dollar and every square foot of space.

Plan First

Re-design due to budget limitations, design revisions when users don’t “buy-in” or a change of phasing plans because of unexpected campus impact – these all get expensive and limit the value obtained from the project.

You've done a lot of great preliminary planning, but our very first task will be to "flush out" the predesign work. We won't proceed further until we have consensus on project scope and a plan that accounts for your budget, schedule, and impacts to students.

Manage Risk

Projects that involved multiple buildings across a busy campus, and in occupied buildings, are expensive and time-consuming for contractors. In our current construction market, many contractors will not even consider bidding this type of project. We need to assemble construction documents that will result in projects (most likely more than one) that are easy for contractors to bid and execute. You simply can't afford to have a project that does not get competitive pricing or even no bidders on bid day.

Minimize Impacts

Student and faculty safety is paramount in any remodel/renovation in an occupied campus building. Simply relying on the contractor to minimize impacts to ongoing operations doesn't work. We will develop the design and documents to anticipate isolation of the work area to separate the work from ongoing operations while maintaining life-safety egress and systems.

It is personally and professionally rewarding to solve these sorts of challenges. We've been delighted to have worked with other institutions to solve problems as challenging as yours and would be very excited to further our work with Highline College.

Your student and campus community deserve nothing less than our full commitment. Thank you for your consideration of our team.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Stephen J. Starling', with a stylized flourish at the end.

**Stephen J. Starling, AIA**  
Principal



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

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

**Designated Point of Contact for Statement of Qualifications**

Point of Contact Name and Title	Stephen J. Starling, Principal		
Firm Name	Schreiber Starling Whitehead Architects P.S.		
Address	901 Fifth Avenue, Suite 3100		
City	Seattle	State WA	Zip 98164
Telephone	206-755-3553	Email	starling@sswarchitects.com

**Addresses of multiple office locations of firm (if applicable)**

Address	N.A.	
City		Phone
Address		
City		Phone
Address		
City		Phone
Address		
City		Phone

**Diverse Business Certifications (if applicable)**

***Certification issued by the Washington State Office of Minority and Women’s Business Enterprise (OMWBE)***

- Minority Business Enterprise (MBE)
- Woman Business Enterprise (WBE)
- Minority Women Business Enterprise (MWBE)

***Certification issued through the Washington State Department of Veteran’s Affairs***

- Veteran Owned Business

***Certification issued through Washington Electronic Business Solution (WEBS)***

- Small Business Enterprise (SBE)

**PROCLAMATION BY THE GOVERNOR**

**21-14.1- COVID-19 VACCINATION REQUIREMENT**

**COVID-19 VACCINATION VERIFICATION DECLARATION FORM**

**AGENCY AGREEMENTS AND PUBLIC WORKS CONTRACTS**

Contract No.:	<a href="#">2022-164</a>
Project Name:	<a href="#">Instructional Programs Relocation</a>
Consultant or Contractor Name:	<a href="#">Schreiber Starling Whitehead Architects, PS</a> (Type/print full legal name of Consultant or Contractor Firm)

*To reduce the spread of COVID-19, Washington state Governor Jay Inslee, pursuant to emergency powers authorized in [RCW 43.06.220](#), issued [Proclamation 21-14 – COVID-19 Vaccination Requirement](#) (dated August 9, 2021), as amended by [Proclamation 21-14.1 – COVID-19 Vaccination Requirement](#) (dated August 20, 2021) and as may be amended thereafter. The Proclamation requires consultants or contractors who provide goods and services or perform public works with a Washington state agency to ensure that their personnel (including subconsultants and subcontractors) who perform contract activities on-site comply with the COVID-19 vaccination requirements, unless exempted as prescribed by the Proclamation.*

I hereby certify, on behalf of the consultant or contractor identified above, as follows (check one):

- CONSULTANT OR CONTRACTOR HAS IMPLEMENTED A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN THAT COMPLIES WITH THE VACCINATION REQUIREMENTS OUTLINED BY PROCLAMATION 21-14.1.**

The consultant or contractor:

- Has reviewed and understands the consultant’s or contractor’s obligations as set forth in [Proclamation 21-14 – COVID-19 Vaccination Requirement](#) (dated August 9, 2021), as amended by [Proclamation 21-14.1 – COVID-19 Vaccination Requirement](#) (dated August 20, 2021);
- Has implemented and agrees to update a COVID-19 Vaccination Verification Plan for its personnel that complies with Proclamation 21-14.1, and further:
  - Has required its subconsultants and subcontractors at every tier to develop, keep updated, and implement a COVID-19 Vaccination Verification Plan for their personnel, and has the subconsultant or subcontractor to prepare, submit and update (as necessary) a **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(s)** from each subconsultant and subcontractor at every tier for the contract-referenced above, and agrees to make said **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(s)** available for inspection upon the Agency’s request; **and/or**
  - Has obtained a copy or visually observed proof of full vaccination against COVID-19 for the consultant’s or contractor’s personnel and has required its subconsultants and

subcontractors at every tier to do the same for all individuals subject to the vaccination requirement in Proclamation 21-14.1;

- Complies with the requirements for granting disability and religious accommodations for the consultant's or contractor's personnel (including the personnel of subconsultants or subcontractors), who are subject to the vaccination requirement in Proclamation 21-14.1;
- Has operational procedures in place to ensure that any contract activities that occur in person and on-site at Owner/Agency premises will be performed by personnel who are fully vaccinated or properly exempted as required by Proclamation 21-14.1 (including the personnel of its subconsultants or subcontractors), except for those contract activities performed for a short period of time during a given day and where moments of close proximity to others on-site will be fleeting – e.g., a few minutes for deliveries;
- Has operational procedures in place to enable consultant's or contractor's personnel (including subconsultants and subcontractors) who perform contract activities on-site and at Agency premises to provide compliance documentation that such personnel remain in compliance with Proclamation 21-14.1 and all applicable health and safety regulations, standards guidelines, etc.;
- Agrees to provide copies of COVID-19 Vaccination Verification Plans and related records within 24 hours of the Owner/Agency's request, except as may be prohibited by law. The consultant or contractor further agrees to cooperate with any investigation or inquiry by the Owner/Agency pertaining to the compliance of the vaccination requirements as outlined by Proclamation 21-14.1.

**OR**

- CONSULTANT OR CONTRACTOR DOES NOT HAVE AND/OR CANNOT IMPLEMENT A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN.** The consultant or contractor does not have and/or cannot implement a current COVID-19 Contractor Vaccination Verification Plan, and the consultant or contractor is not able to develop or provide a COVID-19 Contractor Vaccination Verification Plan or documentation demonstrating its personnel meet the COVID-19 vaccination requirements as set forth in Proclamation 21-14.1 and provide the same to the Owner/Agency on or before October 18, 2021. [Note: Compliance with Proclamation 21-14.1 is mandatory for on-site contract activities performed by the personnel of consultants or contractors at every tier as prescribed by the Proclamation.]

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

By:   
Signature of authorized person

\_\_\_\_\_  
Stephen J. Starling  
Print Name of person making certifications

Title: Principal  
Title of person signing certificate

Place: Seattle, Washington  
Print city and state where signed

Date: July 28, 2022

**Return this COVID-19 Vaccination Verification Certification to the assigned DES Project Manager.**



## EXECUTIVE SUMMARY

### Introduction

Schreiber Starling Whitehead Architects is committed to improving our community. We do this by creating architecture that reflects our client's vision, respects the fabric of place, and celebrates the beauty of the Pacific Northwest.

### Team Qualifications

Our team is staffed with highly qualified professionals, each with direct experience facilitating all manner of higher-education renovation projects including those requiring multiple construction phases in occupied buildings. All of the key individuals and firms that we are proposing for the Instructional Programs Relocation project were part of our team for the recently completed Building 12 and Building 25 projects at Highline College.

### Relevant Experience

SSW Architects has extensive experience in renovations for higher education facilities that come about because of a change of use or to extend the building's economic life. We are familiar with the implications of code, program, equipment, and systems modernization when working with older buildings. Our recent projects at Green River College, Edmonds Community College, Seattle Central College, and Lake Washington Institute of Technology all included multiple phases and occupied buildings.

### Project Approach

SSW Architects brings an integrated team approach to all our projects. We view our role as the key facilitator and design leader of the entire project. We will configure, organize, and manage the talents and assets of our design team to make sure they are effectively and creatively applied to achieve successful outcomes. To ensure we meet schedule milestones, we provide a clear delineation of scope and schedule and define expected deliverables at each phase. Through frequent team meetings we monitor progress, assign responsibility for task accomplishment, and orchestrate coordination between all disciplines to achieve an integrated and complete design. This continues through the construction phase when we provide timely and responsive administration through to occupancy by the college.

### Past Performance

We have successfully completed over 34 major projects at 19 community colleges ranging from significant renovations to major new academic and student service facilities in excess of \$35 million in scope.

- Average +/- 3% bid-to-estimate
- Average <2% E & O changes (Phase-I had only 0.34% E&O changes)

### Diverse Business Inclusion Plan

SSW Architects is committed to meeting the DES diverse business participation goals. We are registered with and report our progress through B2Gnow. For the Instructional Programs Relocation project, we will implement our outreach plan to identify consulting opportunities for diverse and disadvantaged businesses with our team and the College.







*While not a higher education project, relocation of the Beall Mural from the State of Washington General Administration Building to the Helen Sommers Building illustrates our innovative approach to challenging projects and the ability to come up with creative and practical solutions.*

## INTRODUCTION

Schreiber Starling Whitehead Architects is committed to improving our community. We do this by creating architecture that reflects our client's vision, respects the fabric of place, and celebrates the beauty of the Pacific Northwest. Our firm is highly service-oriented. We are proud of the fact that our first clients are still clients, and that with nearly all our clients we enjoy repeat selection.

Founded in 1987, Schreiber Starling Whitehead Architects is a team of fifteen thoughtful and motivated architects and planners, equipped with proven project delivery methodologies and supported by technically proficient consultants sharing our core values. Through effective leadership of our project team at all phases of planning, design, and construction, we ensure that the talents of individual team members are effectively applied to solve our clients' short- and long-term needs. As the focus of our practice is entirely in the public sector, we have developed an understanding of the unique project delivery requirements for municipal, state, and federal agencies. Eighty percent of our work is for community and technical colleges and universities in Washington State.

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

- Capital Funding Request Assistance
- Functional Programming
- Project Feasibility/Pre-design Studies
- Master Planning
- Building Condition Evaluation
- Renovation
- Restoration (including restoration of historic properties)
- Adaptive Reuse
- Site Design
- Building Design
- Building Envelope Improvement (including roofing replacement)
- Interior Design

While we have designed and successfully executed buildings with budgets in excess of \$45 million, we exist to serve our clients' complete facilities needs rather than just their major projects. We cut our teeth planning for *tomorrow*, addressing *today's* minor needs, and solving the myriad issues necessary to keep *yesterday's* building relevant to their users. The strength of our work comes from our ability to respond to the unique qualities of each client and each project. We work hard to understand our clients and their needs, then translate their visions into innovative spaces shaped by light, materials, and physical setting. All our work consistently reflects our core values of simplicity, flexibility, and durability, while being responsive to the greater context of environmental sustainability and community enhancement. Our projects are delivered on time and within budget.

## QUALIFICATIONS OF KEY PERSONNEL

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

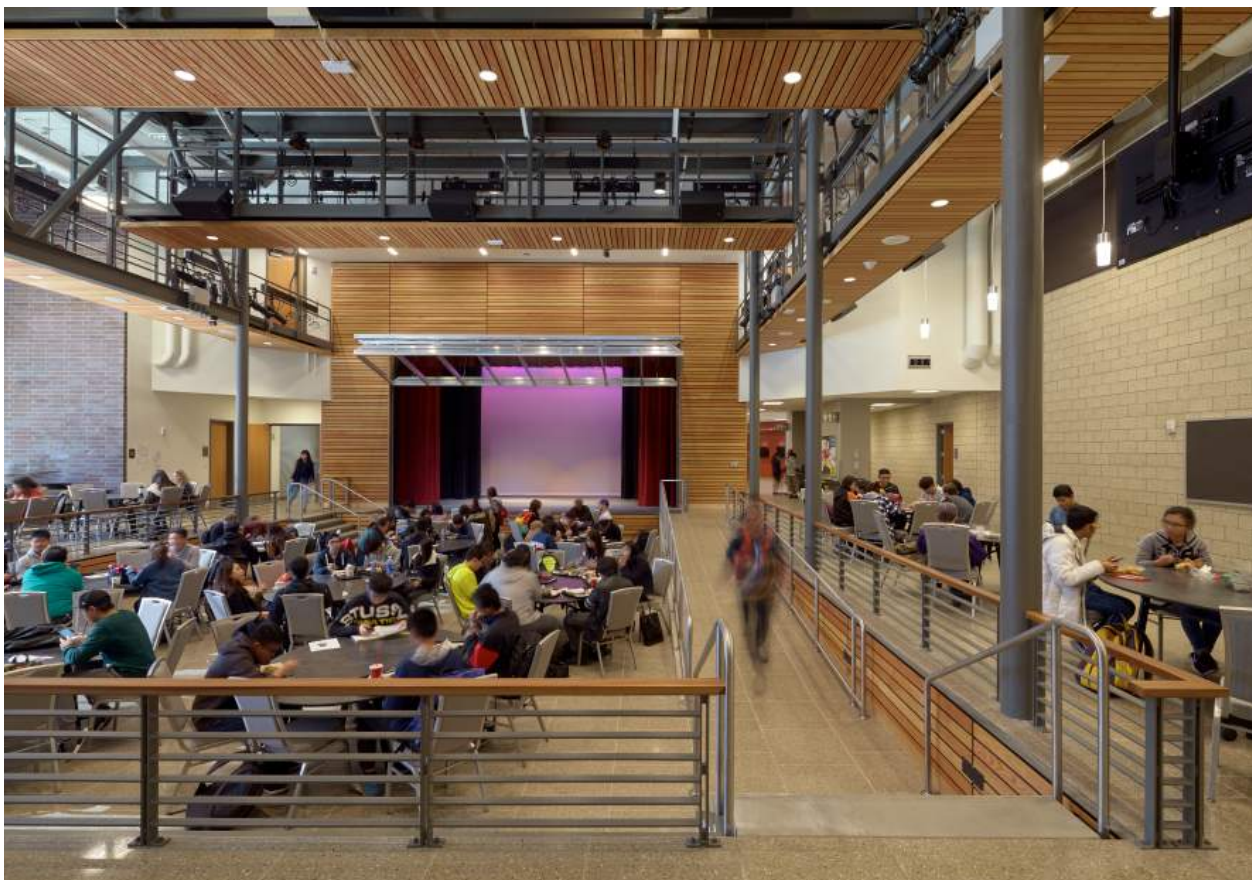
We pursue an integrated team approach to each project, where our role is that of key facilitator, planning and design leader, and advocate for project success. Our process recognizes that each member of the project team brings individual knowledge and experience that when combined with the input of others produces a result greater than the sum of each person's contribution. The resulting product reflects the shared wisdom, ideas, and talents of the entire team.

All professional staff at Schreiber Starling Whitehead Architects are graduate architects, some with multiple-discipline educational training. Our professional staff have an average experience level of over twelve years and have a long history of working together. Schreiber Starling Whitehead Architects is a stable firm with an average staff tenure of over nine years.

### Staffing Strategy

Our ability to effectively manage projects comes from the manner in which we structure our team. Schreiber Starling Whitehead is founded on the core belief that consistent and genuine principal involvement is essential to building long-term relationships with our clients and assuring the most effective outcomes for their projects. Our clients see this belief in action on all services we provide, at all scales. Rather than being assigned to *projects*, our principals take responsibility for *clients* and will serve as principal-in-charge on all the client's projects. Working directly with our principal is a project manager knowledgeable of the client's facilities and well-seasoned in all campus settings. Essential to our success is our commitment to maintaining the same individuals on our teams for the life of each project. Our clients and their contractors deserve to know their design team carries a complete knowledge of the project at any point within its execution.

Our Instructional Programs Relocation team consists of the following individuals:



Student-centered design: Lindbloom Student Union, Green River College

**Stephen J. Starling, AIA, Principal**

Role: Principal-in-Charge / Primary Contact

Stephen brings 34 years of experience in higher education projects, including 18 major community college buildings. Stephen has been principal-in-charge for our work at Highline College, Seattle Central College, Edmonds Community College, and Green River College. Stephen recently led the Buildings 12 and 25 tenant improvements at Highline. These projects included multi-phased construction in fully-occupied buildings.

**STEPHEN’S HIGHLINE COLLEGE EXPERIENCE**

- Building 25 Tenant Improvements
- Building 12 Tenant Improvements
- Campus Office Relocation - Feasibility Study
- Instructional Programs Relocaiton - Predesign Study

**STEPHEN’S EXPERIENCE IN MULTI-PHASED AND OCCUPIED BUILDINGS**

**Green River College, Auburn WA**

- Student Affairs and Success Building, Zgolinski Building renovations (multi-phased and occupied)

**Edmonds Community College, Lynwood WA**

- Snohomish Building, third floor renovation (occupied)
- Gateway Hall, second and third floor renovations (multi-phased and occupied)
- Maltby Hall renovation (occupied)
- Diversity Student Center (occupied)
- Washington Aerospace Training and Reseach Center renovation (occupied)

**Seattle Central College, Seattle WA**

- Library Study Rooms Renovation.
- International Education Programs and Seattle Central Institute for English renovations (multi-phased and occupied)
- Restroom renovations (multi-phased and occupied)

**Lake Washington Institute of Technology, Kirkland WA**

- Student Services renovation (multi-phased and occupied)
- Science Labs renovation (occupied)

**Juliet Anderson, AIA**

Role: Project Manager

Juliet brings over 14 years experience developing high-quality and well-coordinated documents, including serving as project manager on our Highline College projects and the recently completed renovation of classrooms and science labs at Bellevue College’s Building B. Her commitment to achieving excellence in all aspects of the planning, design, and construction of her projects has been lauded by both clients and contractors. An avid gardener with experience in a landscape architecture practice, Juliet is particularly sensitive to the integration of buildings with their sites.

**JULIET’S HIGHLINE COLLEGE EXPERIENCE**

- Building 25 Tenant Improvements
- Building 12 Tenant Improvements
- Campus Office Relocation - Feasibility Study
- Instructional Programs Relocaiton - Predesign Study



**Education:**  
Master of Architecture  
Montana State University,  
1987  
Bachelor of Architecture  
Montana State University,  
1987

**Registration:**  
Washington, 1995



**Education:**  
Master of Architecture  
University of Washington,  
1999

BFA in Art and Art History,  
University of Colorado, 1993

**Registration:**  
Washington, 2007

## **JULIET'S EXPERIENCE IN MULTI-PHASED AND OCCUPIED BUILDINGS**

### **Green River College, Auburn WA**

- Student Affairs and Success Building, Zgolinski Building renovations (multi-phased and occupied)

### **Cascadia College, Bothell WA**

- Interior remodels (multi-phased and occupied)

### **Seattle Central College, Seattle WA**

- Fire Arts Building canopy replacement

### **Edmonds Community College, Lynnwood WA**

- Snohomish Building, third floor renovation (occupied)
- Gateway Hall, second and third floor renovations (multi-phased and occupied)
- Maltby Hall renovation (occupied)
- Diversity Student Center (occupied)

## **Gary Braun, AIA**

Role: Project Architect

Gary brings to our Highline team strength in assembling comprehensive construction documents (drawings and specifications), streamlining documentation to clearly communicate the work without overkill, and staying within fee constraints. He is highly proficient with modern project delivery tools such as Revit and Bluebeam, and how best to use them to improve productivity and team communication. He enjoys the challenges inherent in building envelope design, from rehabilitation of historical construction to modern high-performance systems. He is also skilled at coordinating multiple phase projects within functioning facilities, a valuable asset when working in an active campus environment.

### **GARY'S HIGHLINE COLLEGE EXPERIENCE**

- Building 25 Tenant Improvements
- Building 12 Tenant Improvements
- Campus Office Relocation - Feasibility Study
- Instructional Programs Relocaition - Predesign Study

### **GARY'S EXPERIENCE IN MULTI-PHASED AND OCCUPIED BUILDINGS**

- University of Washington: Lock Shop Relocation
- Central Washington University: Barge Hall Water Damage Remediation
- Seattle Central College: Broadway-Edison Building Envelope Preservation
- Seattle Central College: Broadway Edison Elevated Plaza Replacement
- Seattle Central College: Wood Technology Center Plaza Waterproofing



**Education:**  
**Master of Architecture**  
**Montana State University,**  
**1981**

**Bachelor of Architecture**  
**Montana State University,**  
**1981**

**Registration:**  
**Washington, 1996**

## Supporting Consultants

Developing fully functional projects that integrate well with existing facilities requires an extensive team effort. To assure successful results for Highline College we will include on our team appropriate specialty consultants that share our client-focused service ethos. We have developed strong relationships with consultants with a history of work at Highline, in particular with BCE for mechanical, electrical, plumbing, communications, and IT.

For other consulting needs, we will look for any specific issues or unique conditions that align with the capabilities of specific consultants. With a mind toward improving prospects for diverse business enterprises, we also assess whether a project presents opportunities for nurturing traditionally underrepresented talent or those not yet familiar with the agency (see below). Working with the college and DES, we will then fine-tune the composition of our team so that the most effective team is fielded.

## BCE Engineers

For over 35 years, BCE Engineers has been providing mechanical, electrical and fire protection engineering on projects across the country. Their services include HVAC, plumbing, energy management and control systems, power distribution, lighting, emergency power generation, fire suppression systems, energy modeling, retro-commissioning, and more. BCE approaches every project with the goal of developing maintenance-friendly, life cycle cost effective solutions and putting together plans and specs that withstand the low-bid environment.

BCE's higher education portfolio is comprehensive and includes work for more than a dozen higher education institutions, including Highline College. Their experience ranges from small scale renovations to new, multimillion dollar buildings. Under their Department of Enterprise Services On-Call contracts, they have completed numerous projects as the prime consultant for Highline College, Tacoma Community College, Pierce College, Clover Park Technical College, and Grays Harbor College.

### **Scott Zimbelman, PE**

Role: Principal Mechanical Engineer

Scott Zimbelman has been a leader in the design and management of higher education facilities for the past 20 years. He has been working with Highline College since 2006. He has completed over 20 projects on campus, including numerous projects directly for Highline College as the prime consultant under BCE's On-Call Mechanical Engineering contract with the Washington State Department of Enterprise Services (DES). Scott specializes in cost effective HVAC and plumbing systems, including ground source heat pumps, central plant hydronic systems with boilers and chillers, commercial kitchen systems, and solar assisted ventilation and domestic water heating systems, using the latest technologies.

### **SCOTT'S REPRESENTATIVE HIGHLINE COLLEGE EXPERIENCE**

- Building 23 Tenant Improvements
- Building 12 Tenant Improvements
- Building 26 Health & Sciences Building
- Building 27 Athletics/Locker Rooms Renovation
- Building 16 Renovation



**Education:**  
BS Mechanical Engineering  
Washington State University

**Registration:**  
Washington

***Ben Hedin, PE***

Role: Principal Electrical Engineer

Since joining BCE Engineers, Inc., Ben has been a leader in the design of higher educational facilities in Washington. He has provided electrical design for many project types including new classroom buildings, technical facilities, minor and major renovations, surveys, and studies. Ben is well-rounded in all aspects of electrical design and is an accomplished construction administrator on projects of varying size and complexity. He approaches each project with sustainability in mind, including reducing both the quantity of materials utilized in the design and the amount of energy that the design will consume.

**BEN'S REPRESENTATIVE HIGHLINE COLLEGE EXPERIENCE**

- Building 23 Elevator Improvements
- Building 25 Tenant Improvements
- Electrical Upgrades at MaST Aquarium Building
- Building 12 Renovation
- Building 8 Freezer/Cooler Replacement
- CCTV Camera Addition

***Tom Cummings, FPE***

Role: Fire Protection Engineer

Tom Cummings has provided life safety code analysis and design, and fire sprinkler design, on many educational projects. His early architectural design background enables him to approach life safety code reviews with the architect's design goals in mind, facilitating design team dialogue to arrive at effective building layout solutions. Tom is well-versed in the requirements of many life safety codes and standards including the International Building Code and International Fire Code, NFPA 1, NFPA 101, and Unified Facilities Criteria (UFC) 3-600-01.

**TOM'S REPRESENTATIVE HIGHLINE COLLEGE EXPERIENCE**

- Building 26 Health & Sciences Building
- Building 27 Athletics/Locker Rooms Renovation
- Building 1 Classroom Renovation



**Education:**  
BS Electrical Engineering  
University of Washington

**Registration:**  
Washington



**Education:**  
AA Arch'I Engineering  
Bates Technical College

**Registration:**  
Washington

## Diverse Business Inclusion Strategies

Schreiber Starling Whitehead assists our clients in meeting their diverse business participation goals. We understand the intrinsic value of project teams that truly represent the diverse voices of our society, and the benefits gained when those voices are empowered. We have collaborated with diverse business enterprises since our inception in 1987, and our project teams are well-versed in each others' processes and do not require the team-building efforts too often seen as an inhibitor to diversity. As a start, from our own perspective as a certified small business, we engage other small businesses on nearly all of our projects. We have developed strong long-term relationships with minority-, women-, and veteran-owned business enterprises. When selected for the Instructional Programs Relocation project we will work with you to fine-tune the composition of our team to assure it meets your diverse business inclusion objectives. We also value diversity in our office, as evidenced by our current staff makeup:

- We are 25 percent woman-owned
- Women make up 50 percent of our staff
- 24 percent of our staff represent minority populations

We aim to exceed the 10 percent MBE, 6 percent WBE, 5 percent veteran-owned business, and 5 percent Washington Small Business goals established by DES for this project. Despite past successes we will not rest on our laurels until diversity becomes quotidian. We actively employ our Diverse Businesses Inclusion Plan to maintain existing relationships and develop new partners. Several features of our Plan are instrumental to its success:

We actively employ our Diverse Businesses Inclusion Plan both to maintain existing relationships and develop new partners. Several features of our Plan are instrumental to its success:

- Assembling marketing materials within the relatively short time period available between the release of RFQs and submittal deadlines can be very difficult for historically underrepresented businesses. We maintain a list of viable diverse business consultants and pre-qualify them as appropriate for the types of projects we pursue. We track upcoming opportunities and reach out to those pre-qualified firms we see as a good fit *prior* to the release of project RFQs to assure they have the time to appropriately and effectively respond.
- As specialists in public sector projects, we help our diverse business consultants that are new to public work to understand the delivery processes that make the project sector unique. We provide assistance in completing the forms and other paperwork required in public contracting.
- Cash flow is extrordinarily important to business success. We promptly invoice consultant work and *always* pay within five days of being paid by our clients.
- We are visible to prospective consultants through participation in networking events, educational programs, and business organizations catering to the interests of diverse businesses. We provide information on our firm and work to generate interest in the diverse business consulting community.

We confirm all registrations through the OWMBE and Department of Veteran Affairs online databases of registered firms and report our progress on every state project through B2Gnow.



*Diversity and inclusion as core design principle: International Education Programs Renovation, Seattle Central College*

## PAST PERFORMANCE / PROJECT APPROACH

### **Our Philosophy and its Application: A Dynamic and Inclusive Process**

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

We also recognize that for many projects the number of individuals and groups having a stake in the successful outcome can be quite large. Schreiber Starling Whitehead Architects is experienced in working with committees, building users, facilities staff, administrators, faculty, students, and the larger public. To assure that all stakeholders are involved, we employ open, interactive workshops during both planning and design. We focus on a broad range of issues including program and space requirements, inter-functional and intra-functional relationships, systems requirements, sustainable design strategies, and equipment requirements. In each of these workshops our team is skilled at drawing out critical information. The raw information gathered in these workshops will be distilled into a comprehensive, inclusive, and nuanced building program that both informs and disciplines the subsequent design process.

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



### **Initial Assessment**

During the earliest phase of design we have the ability to achieve the most significant positive impacts on the project. The most important initial task for the design team is to verify that perceived needs from any prior work remain actual needs, and that they remain achievable within the budget. At the outset of a project it is not uncommon to find that stated needs and the available budget are misaligned. Realized later in the design process, this misalignment leads to disappointment, compromised functions, and the sense that the project is less than successful. We believe that the key to assuring that this doesn't happen is set in the program verification process. Our role in this process is to assist stakeholders in establishing overarching goals, understanding the cost implications of programmed elements, prioritizing elements of work most likely to satisfy the overarching goals, and defining a course of action. This helps the team understand which project goals are achievable and why, and to move forward either with a clear understanding of project limitations or a commitment to finding additional means of support.



### **Existing Conditions and Work on Active Campuses**

This project will be executed in existing structures on a constricted site. The risks anticipated on any project involving existing facilities include hidden conditions, hazardous materials, inaccurate record documents, and poor past work. Our approach to mitigating these risks is to first ensure that the project is led by senior personnel who have extensive experience in remodels/renovations. We will then visually observe existing conditions

*Lindbloom Student Union, Green River College*





and engage facilities personnel to more fully understand existing operational characteristics and review available documentation. Under some circumstances we will recommend additional analysis and testing. Our approach to planning for construction in occupied spaces starts by identifying negative impacts such as noise, dust, utility interruption and relocation, and by establishing mitigation controls within the contract documents to eliminate or reduce the effect on occupants and operations. These include items such as full-containment barriers, pedestrian re-routes, zero-VOC paint, etc. We will meet with the agency to review the use of techniques such as off-hours/weekend construction, utility by-pass, temporary air filtration, and other similar approaches to ensure concurrent occupancy is not compromised by the various projects. We embed into the construction documents critical public safety/security measures instead of relying solely on contractor means and methods.

### **Design Approach**



Schreiber Starling Whitehead Architects bases our design process first on the conviction that quality design lies in creating spaces that integrate into their surroundings, producing an architectural space that is in harmony with the environment and context in which it is built. The appearance of our projects becomes as varied as their function and location, and our only style is the expression of use and user vision—not of changing fashion. Second, as specialists in the public sector, we believe modesty, resiliency, durability, and operational simplicity are essential characteristics of facilities paid for through taxpayer dollars.



In our process there is a strong sense that each project develops uniquely from the inside out and that each user's experience within it is extremely important. We will meet regularly with project stakeholders as the design unfolds, working collaboratively to consider options and refine the design solution. Every decision made will be weighed against the overarching goals established during programming, a highly effective technique for protecting against scope creep.

We find a good measure of our success comes on the first day a facility opens for use, when each person entering it sees that they have not only been heard but that their voice has contributed to project success.

### **Permitting**



Specializing in public sector work and having successfully completed new construction and remodels throughout the state, we have proven our ability to meet local permit requirements. As on-call projects tend to be fast-paced, timely issuance of permits is essential. We will meet with permit authorities early in design to assure their expectations are understood, and develop responsive permit documents that can be submitted for review in advance of bid document completion.

### **Bidding & Procurement**

The keys to successful bidding are bid documents that are clear and well-coordinated, designs that are buildable, and the absence of the red flags that trigger bid padding. We pride ourselves on producing biddable and buildable solutions that inspire bidder confidence and drive down costs. In our experience the more bids received, the more competitive the pricing will be. We provide support during the bidding phase performing

*Pacific Tower Renovation, Seattle Central College & WA Department of Commerce*

not just the typical A/E duties but by actively reaching out to competent contractors who have demonstrated their ability to successfully construct public projects of a similar scope.

Some of the tactics we employ to structure our project for bid success include:

- Reduce the bidder's risk: We act before the bid to minimize guessing. This may include more soil borings, HAZMAT clean-up, demolition, etc. We also use unit-pricing with identified base-bid quantities for variable quantity elements of the work.
- Avoid sole sourcing products: Sole-source products reduce competition.
- Produce biddable documents: We are aware of how the project scope will be broken down by the bidders and make sure that the sub-scope elements are clearly defined and easy for the bidder to price.
- Carefully limit alternates: We work with you to identify substantive alternates that are easily priced as bid alternates that act as pressure relief against a turbulent bid climate.
- Set a realistic schedule: We understand how long a reasonable construction time is and don't unknowingly build overtime labor costs into a project.
- Inform quality contractors: We directly notify good contractors of our upcoming bids and ensure that they are ready to respond.
- Avoid bidding when contractors are busy: We try to schedule bids before May and after September when we are more likely to receive competitive pricing.

### **Construction Administration**

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

### **Cost Estimating**

The goal of project cost management is to provide a fully functional facility within the budget parameters established by our clients. To accomplish this goal, we use a three-part budget management process.

The first part occurs early in design. The project architects and engineers define initial quantity and quality benchmarks and assign target unit costs for all materials and systems. This process establishes clear expectations for each element of work while allowing a cushion for elements not yet on paper. We minimize design inflation by establishing responsibility for budget adherence to individual team members, ensuring subsequent work is measured against its effect on the budget.



*Building B Remodel, Bellevue College.*



The second part of our process occurs as details are generated and materials selected. The material, product, and systems options are measured against initial and life-cycle costs to provide maximum value. We use value engineering to assure the project's overarching goals are achieved in a direct and effective manner.

Our final cost management task is the development of detailed estimates at project milestones. For complex or unique projects, this work is performed by independent cost consultants with a deep understanding of local market conditions.



### **Quality Assurance**

The foundation of our quality assurance/quality control program rests on assembling teams staffed with individuals experienced and qualified in the appropriate building type and size of project. As is expected of any A/E firm performing work with state agencies, our QA/QC processes have been formalized in our Quality Management Plan and are rigorously followed on all our projects. For document quality control, at each design milestone senior staff not involved in the project will employ our checklist-based QA/QC review system to identify inconsistencies and errors so that they may be corrected prior to final printing.

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

### **Scheduling**

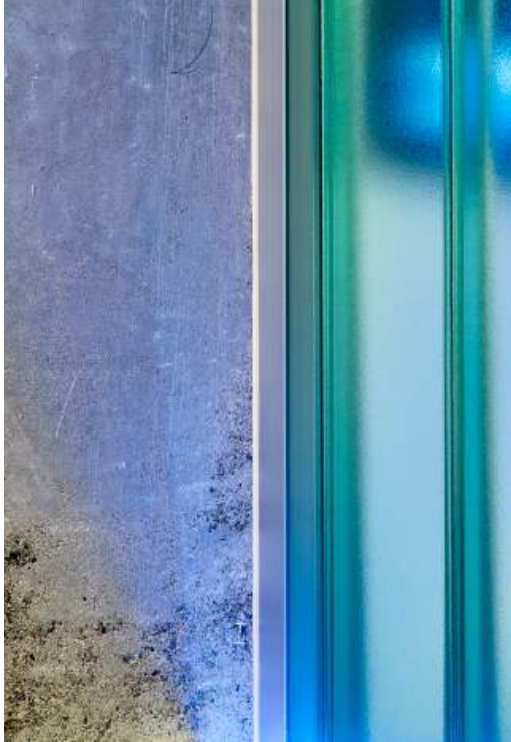
The majority of our work has been for higher education institutions which operate on a fixed academic calendar. As such, we know colleges and universities simply do not have the option of informing their students that they must defer their education until next quarter while their facility is being completed. Our history of meeting schedule milestones and staging the projects for on-time completion is one of the reasons that our clients continue to select Schreiber Starling Whitehead Architects for repeat projects. Schedule adherence is especially critical in on-call work, where project funding must typically be fully expended within the biennium.

Schreiber Starling Whitehead Architects maintains vigilant project management through a task-based scheduling system to ensure that the overall project schedule is met or bettered. Each project task is identified and assigned a reasonable duration. Throughout the design phases our management team meets weekly to assess progress, forecast possible shortfalls, and commit staff and team resources to meet the schedule milestones. During construction we regularly review the contractor's schedule and actual progress to assure its obligations are being met.



*Learning Commons,  
Whatcom Community College*





## Associated Student Government Renovation

Lake Washington Institute of Technology  
Kirkland, Washington

The central purpose of this project was to improve the visibility of LWTech's Associated Student Government and Student Programs organizations. Located in an industrial high-bay space on the East Building Mall and an adjacent public lounge, our design response played off industrial themes specific to the East Building while using highly visible materials, lighting, and audio-visual equipment to attract the attention of passersby. The space includes reception, conference, catering, private and open offices, and flexible-use work areas to support staff and support collaborative activities.

Our scope included a media-rich conference facility capable of supporting ASG public events, and convenient power and data receptacles for use by visitors. Due to the exposed concrete structure and high volume, the project required a high-degree of acoustic control including various absorptive materials and replacement of HVAC fan-driven equipment.



## Student Affairs & Success / Zgolinski Renovations - Phases 1 & 2

Green River College  
Auburn, Washington



Over the years, Student Services and Campus Administration at Green River College had dispersed to spaces in multiple buildings. The student engagement process had become hard to follow and students often reported confusion with the process and ease of access.

When the old Lindbloom Student Center was replaced with a new Student Union early in 2016, the vacated space presented a prime opportunity for GRC to plan system and tenant improvements to extend the life of the two buildings and to co-locate services to better the student experience. In the spring of 2015, SSW Architects worked with the college to assess the needs of a variety of student programs and administrative services. These needs and available space were assessed on a collection of values:

- Urgency of service/program needs
- Benefits of co-location with other services/programs
- Fit with available spaces for renovation
- Impact on other campus resources/needs

The resultant project provides renovated space for the following functions: Welcome Center; Career and Advising Center (including Career/Transfer Center); Completion Center; Running Start; Testing Center; Safety and Security; Disability Student Services; TRIO; Student Services Administration; Veterans Lounge; and the College Newspaper.

College Administration functions included President offices, Foundation offices, and a new boardroom.



## Snohomish Building Renovation

Edmonds College  
Lynnwood, Washington



Edmonds Community College determined that the campus' Snohomish Building required updating. Following the first phase in which the college President and Foundation offices were re-located to the Gateway Building, the second Phase renovated the building's third floor, comprising approximately 11,000-sf to support the International Program operations and classes. Earlier tenant improvements had left the building without an internal identity or cohesive elements. Schreiber Starling Whitehead Architects was initially tasked with preparing a feasibility study to upgrade the third floor in a comprehensive renovation project.

The scope of work included a significant renovation of the third floor interior. This programming features: new areas for offices and support spaces for the College's International Student Services; offices for College Instructional Administration; and a multi-media conference room.



The project involved substantive removal of select interior finishes as well as installation of new lighting, communications, and security systems. Systems elements tie into existing functional materials, creating a language fitting the building's new institutional identity.



## Gateway Hall Renovation

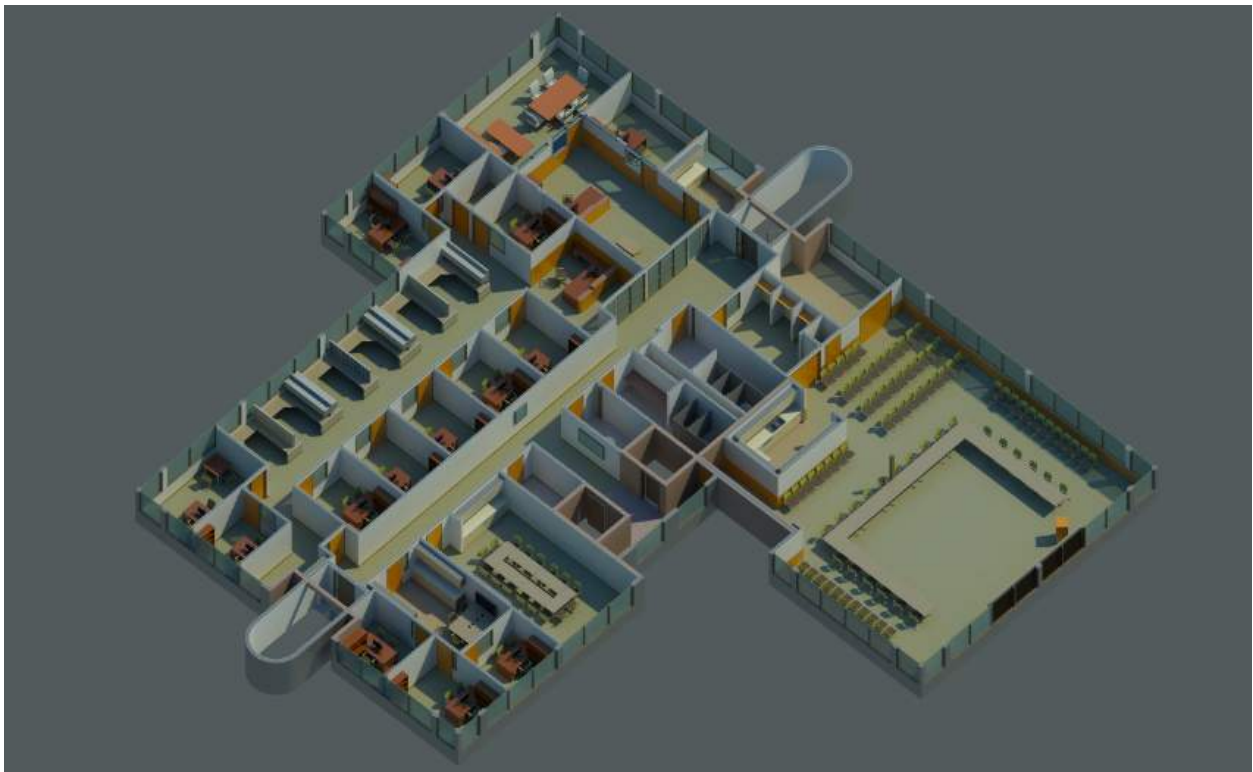
Edmonds College  
Lynnwood, Washington



Edmonds Community College purchased Gateway Hall several years ago. The building, previously constructed as a spec office building, is in need of renovations to support college operations and classes. Earlier tenant improvements had left the building without an internal identity or cohesive elements. Schreiber Starling Whitehead Architects was tasked with preparing a feasibility study to upgrade the building in a series of phased projects. To date, the first two phases have been completed.

Phase I was a significant renovation of the building's third floor. The scope included new offices for the president and her staff; the College Board of Trustees Meeting Room; offices for College Relations and Foundation; and a multi-media conference room.

Phase II of the project created a new building entrance on the west side as well as a new north campus entry sign and landscaping element. The sign and entry elements tie existing materials from Gateway Hall, using this language in a manner fitting the building's institutional identity.





## International Education Programs Renovation

Seattle Central College  
Seattle, Washington



Recognizing the need to improve the facilities for its International Programs, Seattle Central College selected Schreiber Starling Whitehead Architects to analyze and develop a phased project strategy for tenant improvements to accommodate this growing program.



The result was our design for the interior renovation of approximately 7,650 square feet of the first floor, south end of the Broadway Edison complex. The renovated space consists primarily of a large open space for faculty workstations and a new student reception area. The scope required a near complete removal of all existing interior finishes; new electrical, communications, security, and fire alarm systems; and a rework of all supply and distribution HVAC and fire protection systems. The result of the upgrade brought the space into compliance with current energy code including the replacement of exterior windows, insulation and plenum improvements, soffit repair, and repairs to the exterior plaza deck above.

As a further constraint, construction of all improvements were made while the building remained fully occupied.





## Student Services Renovation

Lake Washington Institute of Technology  
Kirkland, Washington

When Lake Washington Institute of Technology occupied their new science and technology building, approximately 45,000 square feet of vacated space in their main East Building provided them with an opportunity for a major reorganization of the entire campus.

They selected Schreiber Starling Whitehead Architects to plan a consolidation of all student services in a central campus location immediately adjacent to the new library, a new outdoor campus commons, and the student center. Student services relocated in this project include Admissions, Registration and Records, Cashier, Financial Aid, Counseling and Educational Planning, Career Services, Disability Services, Testing and Assessment, and other Special Population Programs.

To encourage and support the interaction between students and the available services, the remodel highlights include a new central service desk, a new deli, an Academic Skills Center, a Business Training Center to supplement training for the Kirkland community, Otteson High School (an integrated technical program), and a Teacher Learning Center to support the educational and support needs of the faculty.



## LIFE CYCLE COST ANALYSIS EXPERIENCE



SSW Architects and BCE each have direct and extensive experience providing life-cycle and energy life-cycle cost analyses for our projects, including use of OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT) processes. We have used the LCCM and LCCT on all our recent major projects to compare alternate solutions and to support the preferred solution.

An iceberg aptly illustrates the total costs of facility ownership. While initial development costs are visible and well-understood, over 30 years of a building's life the present value of maintenance, operations, and utility costs can exceed the initial project costs. As we explore design alternatives, we will develop estimates of the total cost of the building, from initial construction through operation/maintenance. By comparing life cycle costs for various design configurations, we will explore trade-offs between low initial costs and long-term cost savings, identify the most cost-effective system for a given use, and determine how long it will take for a specific system to pay back its incremental cost.

### Operations & Maintenance Cost Benchmarking

Early in design we will re-assess the costs developed during the Instructional Programs Relocation Predesign project using current data from recently bid projects. Concurrently we will work with Highline facilities staff to set an O&M benchmark using their historical operations and maintenance data from existing campus buildings for those components that apply to this project.

### Comparative Analysis

During the Schematic Design (SD) and Design Development (DD) phases, the design team will make increasingly detailed decisions about the final design for the building, including mechanical, electrical, structural, telecommunications, and plumbing systems. During this period, the we will conduct a series of analyses comparing the total costs of various building system options.



*We participated in the successful grant application for a photovoltaic system at Skagit Valley College's Laura Angst Hall. This system made possible certification of the project as LEED Platinum.*

## SUSTAINABLE DESIGN EXPERIENCE

We realize that the most important challenge facing the architectural profession today is the design and construction of buildings that promote environmental and occupant health. The most sustainable thing any of us can do is to create successful, long-lasting buildings that support flexible use, embrace natural processes, and require the least effort and cost to maintain. For our firm, it's not just about receiving the points; whether LEED, Net Zero, or any other sustainability measuring tool, sustainable design is at the core of our practice.

Our approach to sustainable design not only focuses on reduced utility costs, but also contributes to improved productivity and well-being of the building's occupants and neighborhood. These features carry costs which must be considered when solidifying the overall project scope. Common green features we suggest be given attention include connections to nature through access to fresh air, daylight, and views; attention to occupant comfort (ergonomics and thermal, olfactory, and noise/vibration control); tight building envelopes; use of materials with minimized negative environmental impacts; highly efficient mechanical and electrical systems; on-site power generation; and preference for shared over dedicated spaces. Our site designs typically include drought-tolerant and native plantings, light fixtures that do not impact adjoining properties, and electric vehicle charging stations.

### LEED: Leadership in Energy and Environmental Design

Schreiber Starling Whitehead Architects has long been a member of the United States Green Building Council and we have several LEED-accredited professionals on our team to guide the design of our projects along LEED standards. Capital funding of public projects can never be characterized as plentiful, and it is frequently difficult to achieve mandated LEED certification levels. We are very proud of our ability to achieve and exceed sustainable building goals within available budgets. We also have direct experience in developing grant proposals and rebates for on-site energy generation. For Skagit Valley College's Laura Angst Hall we wrote a grant application to OFM which resulted in receiving a \$360,000 grant for a 30-kw photovoltaic system. This system had sufficient impact for Angst Hall to be the first LEED Platinum-certified higher education facility in the state.



*Sustainable design features at Laura Angst Hall include the melding of interior and exterior spaces, raingardens incorporated into the curriculum of SVC's Environmental Conservation curriculum; and high-efficiency HVAC systems in chemistry labs.*