

Project No. 2023-403: WSH-New Forensic Hospital: Archaeological Services

Department of Social and Health Services (DSHS)

Western State Hospital
9601 Steilacoom Boulevard
Lakewood, WA 98498

Request for Qualifications Issued: July 24, 2023
Response Due Date: August 3, 2023 @ 2:00PM Pacific

Submitted by:

Statistical Research, Inc. (SRI)
1110 Golf Club Road SE
Lacey, WA 98503

Submitted Date: August 3, 2023



STATISTICAL RESEARCH, Inc.

ARCHAEOLOGY • ANTHROPOLOGY • HISTORY • HISTORIC ARCHITECTURE • PALEONTOLOGY

State of Washington
Department of Enterprise Services
Facility Professional Services
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August 3, 2023

Submitted via portal: <https://wades.app.box.com/f/23c8b684f3364a49b61cf80f5af02c18>

RE: Statement of Qualifications to Provide Archaeological and Cultural Resources Services Required for Project No. 2020-403: Western State Hospital: New Forensic Hospital

To Whom it May Concern:

Statistical Research, Inc. (SRI) is pleased to submit this Statement of Qualifications for the above-referenced project. SRI has been actively providing these exact archaeological compliance services to the Department of Social and Health Services (DSHS) at Western State Hospital (WSH) since 2015. We are thankful for the opportunity to present our qualifications to continue offering our archaeological and cultural resource services for projects at WSH.

Our SOQ is organized following the instructions detailed in the Request for Qualifications issued by DSHS on July 24, 2023. We have included the requisite Title Page, Cover Letter, Consultant Selection Contact Form and a narrative that includes an Executive Summary, Qualifications of Key Personnel, Relevant Experience, and Past Performance. We have attached the Diverse Business Inclusion Strategy and Federal SF330 Form (Part II only). SRI is a Disadvantaged Business Enterprise (DBE) certified with the Washington State Office of Minority and Women's Business Enterprises (Certification No. D2F0024789). We also acknowledge Amendment 1 posted by DES on July 28, 2023 that provides material presented during the on-site informational meeting.

We look forward to an interview to further discuss our qualifications and capabilities to support the New Forensic Hospital Project. SRI is intimately familiar with the archaeological compliance issues of this specific project and location, and we are in the ideal position to support DES and DSHS in completing this project. Please feel free to contact me with any questions or comment regarding our submittal.

Sincerely,

Burr Neely
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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: Statistical Research, Inc. (SRI)		
Point of Contact Name & Title: Burr Neely, Regional Director PNW		
Email: bneely@srcrm.com	Telephone: (907) 978-9684	
Address: 1110 Golf Club Road NE		
City: Lacey	State: WA	Zip: 98503

Executive Summary

Statistical Research, Inc. (SRI) is pleased to submit this Statement of Qualifications (SOQ) in response to the Request for Qualifications (RFQ) to provide archaeological and cultural resource services to support the construction of a New Forensics Hospital at Western State Hospital. Our SOQ clearly demonstrates SRI offers unmatched experience in completing a job of this scale and complexity at Western State Hospital (WSH).

SRI understands that the existing campus buildings in the project footprint comprise a National Register of Historic Places (NRHP)-eligible historic district and that the project intends to demolish several of these buildings to prepare for the new hospital. SRI also understands that the historic district sits literally and directly on top of a NRHP-eligible and historically significant archaeological site. Relatedly, SRI is also aware of a historical cemetery in or adjacent to the project footprint. We know the sites and how to engage the Washington Department of Archaeology and Historic Preservation (DAHP) on these complex compliance issues.

Qualification of Key Personnel – SRI’s key personnel have all worked on-the-ground at WSH completing archaeological and historic built-environment surveys and providing archaeological monitoring during construction and development projects. We are known entities to key DSHS project managers and construction contractors and recognized specifically for our expertise in handling cultural resource compliance projects at WSH. We are also known by key DAHP staff and have already received approval from them for permits necessary to complete the project.

Relevant Experience – SRI has direct experience conducting archaeological survey and monitoring at WSH for a variety of projects over the last eight years. We are the primary firm supporting archaeological compliance efforts at WSH and have a reputation across Washington State and the Western United States for our adept handling of complex cultural resource projects. No other firm can demonstrate the level of site-specific knowledge of this project and direct relevant experience at WSH as SRI.

Past Performance – SRI proposes a cost-effective and responsive project approach to meeting DSHS goals, schedules, and budgets based on our intimate familiarity with this project and past performance at WSH. We communicate early and often, particularly as it relates to risks or challenges in managing scope, budget, and schedule. Many of our previous projects at WSH have involved rapid deployment, sometimes on a day’s notice, to arrive on site and support contractors and projects. We have worked across numerous construction contractors and successfully communicate with their on-site foremen to ensure compliance is met while minimizing impacts on schedule and budget. SRI is responsive: we know how to navigate WSH campus, work with contractors, and get DAHP concurrence on DSHS projects.

Diverse Business Inclusion Strategy – SRI is a certified DBE in Washington, and our selection ensures the inclusion of a local DBE firm for this project. We do not propose any subcontractors at this time. We have worked directly with Tribes near WSH, such as the Nisqually Indian Tribe, in involving tribal members during field investigations on the WSH campus. SRI promotes and expects a strong program of Tribal involvement in this project.

Cumulatively, SRI: 1) offers crucial staff already familiar with project specific needs, 2) demonstrates unparalleled site-specific experience, and 3) has already developed a project approach to advance the archaeology compliance aspects for the New Forensic Hospital Project.

Qualifications of Key Personnel

SRI proposed key staff all meet federal-level Secretary of the Interior professional qualification standards in the disciplines of archaeology, architectural history, or history. Our proposed project manager (Burr Neely) meets the qualification standard of all three disciplines and our key project directors are qualified in the specific specializations of subsurface archaeology (Brandon McIntosh) and historic built-environment analyses (Lauren Walton). The project directors will be supported by a GIS specialist (Sarah Hibdon) with extensive experience mapping and analyzing data-sets specific to WSH (e.g., digitizing historical maps and photographs of the campus, or integrating information on the location of previous buildings). Additional support will be provided by other staff specializing in historic-period archaeological site investigations and artifact analysis (Michelle Slaughter) and local historic research specialist (Sheron Boswell).

Our team of key individuals is supported by a robust administrative and report production team. Our production team in particular houses our professional editors, document layout specialist, and graphic designers. DSHS project managers can attest that this team ensures SRI delivers high-quality reports that have undergone a rigorous quality control process that regularly meet DAHP submittal standards.

Team Structure

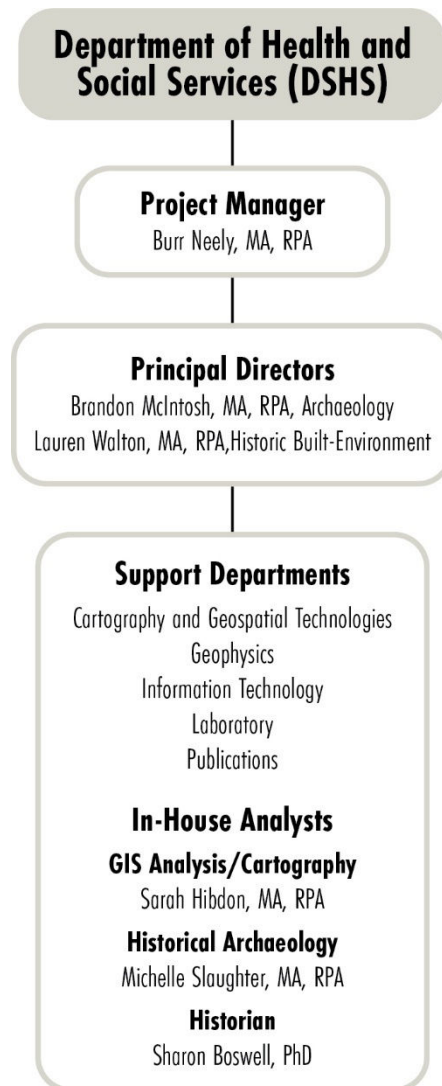
Mr. Burr Neely will serve as the project director for SRI. Mr. Neely will manage project logistics and ensure schedule and budget milestones are met, changes in project scope are documented, and resulting work products are both timely and meet SRI's standards as well as DAHP's reporting standards and requirements. Mr. Neely will guide research design, field methodology, and will be the primary liaison for SRI on behalf of DSHS during consultation meetings with DAHP and other interested parties.

All permitting with DAHP, research, fieldwork, report writing, mapping, monitoring, and site evaluation activities will be led by SRI's two key principal investigators. **Mr. Brandon McIntosh will lead investigations into the archaeological components of the project.** Mr. McIntosh has successfully guided multiple WSH construction projects through the compliance process. He is the named individual on existing DAHP permits specific to this project that cover further subsurface archaeological survey and monitoring activities.

Mx. Lauren Walton will serve as the lead architectural historian for the project. Mx. Walton has already completed the documentation of the buildings slated for demolition and has contributed to other WSH compliance projects involving historic built environment resources. The project directors will interface directly with DSHS and on-site construction contractors regarding site access, logistics, and project scheduling. SRI's project directors report directly to Mr. Neely, and they will participate in consultation meetings as needed to provide technical details. These two individuals will be the primary report authors, and they will interface with DAHP regarding items such as survey and shovel testing permits and site forms uploads to WISAARD.

Research, mapping, and GIS analyses will be supported by Sarah Hibdon, also a qualified archaeologist with a GIS specialization. Ms. Hibdon provides critical input by developing maps and other visual products that illustrate survey results, extent of previous investigations, locations of shovel testing units and survey transects and crucially, the digitization and integration of historical research documents and maps into work products. As one example, Ms. Hibdon has already digitized the location of former buildings within the project footprint and has liaised directly with the construction contractor to supply information on likely sub-surface anomalies (e.g., foundations, grave sites) vital in the preparation of building demolition and new hospital construction.

These four key personnel will be augmented by two senior-level specialists in the planning, execution, reporting, and site analysis activities. **Ms. Michelle Slaughter, and SRI Principal Investigator for historical archaeology,** will provide guidance and support in the interpretation and reporting of field results related to the archaeological survey and any cultural materials encountered during archaeological monitoring. **Ms. Sharon Boswell, an SRI Senior Historian,** will support research methodology and historic context development and significance evaluations of the historic built environment.



These individuals form the core SRI team that will be assigned to this project. It is expected that SRI will also employ field technicians to support pedestrian survey, shovel testing, and archaeological monitoring as needed. The field technicians report directly to Mr. McIntosh and work under the supervision and guidance of key personnel. Further support will come from SRI geophysical department which houses our ground-penetrating-radar (GPR) specialist. SRI has already completed an extensive GPR survey of high-potential areas in the project footprint to support the identification of subsurface anomalies (utilities, foundations) and has begun the process of analyzing results specific to more cleanly delineating the

boundaries of the historic cemetery in the project footprint. The relevance of previous experience and value contributions to the project are discussed below for each named individual.

Key Personnel Relevance and Value

Burr Neely, M.A. (University of Alaska Fairbanks, 2002), RPA No. 15452, Primary Contact, Project Manager. Mr. Neely offers over 20 years of experience in the cultural resource management industry with 14 years of advancing business leadership and expanding supervisory roles specifically within cultural resource management firms. Mr. Neely is a recognized leader in the cultural resource industry as he couples both business acumen with the technical knowledge of applied archaeology, architectural history, and historic preservation. He meets the Secretary of Interior's standards for archaeology, history, and architectural history. He excels at client representation throughout all aspects of project consultation and has worked on precontact and historical-period cultural resource survey projects throughout Washington and managed numerous projects at WSH and in the larger south Puget Sound area.

Mr. Neely has served as the project director for all SRI's projects at WSH since 2019. In this role, he has developed scopes and budgets for each project, communicated progress with DSHS and construction staff, and identified risks and solutions to scheduling issues particularly when cultural materials are encountered during archaeological survey or monitoring activities. He has been the primary interface with DSHS and DAHP staff on previous projects at WSH, including representation of DSHS in consultation meetings with DAHP for the new hospital project. He brings tremendous value to the project:

- 1) He has a detailed and nuanced understanding of the key project issues specific to DAHP compliance for the New Hospital project, including expertise in archaeological and historic built-environment survey methods, detailed knowledge of these resource types at WSH, and keen knowledge of reporting requirements and the expectations of DAHP and consulting parties as the project advances through resource assessment toward mitigation of adverse effects.
- 2) He has interfaced directly and successfully with DAHP, DSHS, and multiple construction firms for WSH projects in managing ever-changing schedules, task change orders due to construction delays, and ensuring DSHS projects maintain schedule and budget through constant communication and risk resolution.
- 3) He is a known quantity with DAHP regarding his consultation skills in balancing compliance with aggressive project timelines.

Brandon McIntosh, M.A. (New Mexico State University 2014); Ph.D. Candidate, Washington State University, Pullman, current), RPA No. 33087334, Principal Investigator, Archaeology. Brandon McIntosh demonstrates extensive experience as a Principal Investigator conducting archaeological work on the WSH campus. He has served as PI on seven previous and current DAHP permits for archaeological survey and monitoring projects conducted at WSH. *He currently holds the active DAHP permit 2023-23 which is specific to conducting further archaeological survey and monitoring specific to the new hospital project.* He is currently serving as Principal Investigator for ongoing cultural resource compliance work under DAHP Permit Nos. 2022-38 and 2022-65 related to this project, including archaeological monitoring of geotechnical work. He also helped coordinate the recently completed inventory of historic buildings set for demolition and facilitated the ground penetrating radar survey conducted in advance of further subsurface archaeological survey and mitigation planning. Mr. McIntosh will continue to utilize his extensive cultural resource experience and project experience at WSH to lead archaeological survey through project design, field execution, reporting, consultation with DSHS and other interested parties, and provide quality assurance

throughout the duration of the project. Mr. McIntosh demonstrates critical value to the current project:

- 1) Mr. McIntosh has unmatched knowledge of the subsurface archaeology at WSH including the type and extent of previous investigations, specific areas of high- and low-probability for encountering subsurface archaeological deposits, and what to expect in terms of artifact assemblages and typologies.
- 2) He already holds active permits with DAHP specific to investigations in support of the new hospital project and as a result, can ensure minimal to no delay in undertaking the archaeological survey components of the project.
- 3) He has extensive, on-the-ground experience at WSH working with construction contractors for archaeological survey and monitoring projects.
- 4) He is already badged and fully understands site logistics and security requirements on the WSH campus and will help ensure all the SRI team members comply with these requirements.

Lauren M. Walton, M.S. (Central Washington University 2015), RPA No. 17296, Principal Investigator, Architectural History. Ms. Walton has supported several DSHS projects involving archaeological monitoring and built-environment inventories and evaluations. She has led all of the recent built-environment inventory activities of the new hospital project to date. This has involved participating in discussions with DSHS, DAHP, and the construction contractor aimed at identifying and updating the inventory of buildings slated for demolition and the early identification of mitigation stipulations to address adverse effects to a built-environment historic district. Her ongoing work has included recently completing an intensive built-environment survey under a previous contract direct with DSHS. She has undertaken extensive research covering the historic development and exiting built environment at WSH. She has further supported the logistics, field survey, and post-field support for SRI's ground-penetrating-radar survey. Ms. Walton's value to the project includes:

- 1) Extensive and current knowledge of the historic built environment resources slated for demolition having recently completed the updated inventory of these buildings.
- 2) Has already completed in-depth research regarding the historic development and context of the built environment resources specific to WSH campus.
- 3) Brings a deep understanding of the project-specific compliance issues related to the built-environment and DAHP expectations as the project advances into the demolition phase, including insight into likely mitigation outcomes allowing her to ensure that the current work feeds directly into the mitigation phase in a timely and seamless manner.
- 4) She is already badged and fully understands site logistics and security requirements.

Sarah Hibdon, M.S. (Central Washington University, 2020), Geographic Information Systems (GIS) Specialist. Ms. Hibdon serves as SRI's lead geospatial analyst. Having worked as an archaeologist in Washington State for more than 7 years, she has served as a full-time employee at SRI for 5 years expanding on her skill set that emphasizes the application of GIS and cartography in CRM settings. Ms. Hibdon provides geospatial support to SRI's Pacific Northwest operations and provides cartographic data management and GIS and database support for all of SRI's projects in the region. She has an interest in archaeological modeling and has helped build both site-sensitivity and site-erosion models. Additionally, she brings archaeological experience in conducting archaeological monitoring, pedestrian survey, shovel test-probe survey, site delineation, and site testing for project on the WSH campus. She has contributed to more than 15 technical and letter reports for SRI, as well as uploading and managing hundreds of Historic Property Inventory (HPI) forms and site and isolate inventory forms in the WISAARD database. She also

has experience with artifact collections handling, inventory, analysis, and curation. She will provide GIS and database support to the project and add further value to SRI's team:

- 1) Ms. Hibdon has already digitized and integrated into a GIS setting all of the previous archaeological studies, including data on the extent of investigations and locations of positive results. She has a unique and detailed understanding of previous archaeological work at WSH.
- 2) She has already successfully liaised with the construction contractor and contributed to the identification and mapping of subsurface anomalies, such as utility corridors and old building foundations – data vital in informing both archaeological survey and building demolition actions.
- 3) She has digitized historical-period maps and that have helped refine the likely extent and location of historical-period cemeteries on campus – again vital information in planning demolition and construction activities.
- 4) She fully understands DAHP reporting requirements specific to updating and submitting site forms and reports for DAHP concurrence review.
- 5) Ability to render graphics used in consultation meetings and reports that clearly convey cultural resources data.

Michelle Slaughter, M.A. (University of Colorado at Denver, 2006), RPA No. 15906, Historic Archaeologist. Ms. Slaughter will serve as a Historic Archaeologist and will offer her expertise the developing research designs, conducting archaeological testing and excavation of historical sites, and historical-period artifact analyses. She will serve in an advisory and review capacity to support the archaeological investigation on-site at WSH. Ms. Slaughter meets the Secretary of Interior Professional Qualification Standards and Guidelines in the fields of archaeology and history. Ms. Slaughter has over 20 years' experience conducting projects in various cultural/geographical areas across Colorado, as well as Wyoming, Utah, South Dakota, Kansas, Oklahoma, Arizona, Texas, Northern and Central California, and Washington State. She adds value to the new hospital project though:

- 1) Offering extensive experience designing and implementing testing and data-recovery projects specific to historical archaeological sites
- 2) Fully understanding the types of sites and volume of associated artifacts likely to be encountered at WSH and experience organizing, analyzing, and managing large artifact collections
- 3) Offering senior level quality control of all deliverables.
- 4) Previous experience directly with the inventory, mapping, and investigations of historical-period cemeteries.

Sharon Boswell, PhD. (University of Washington Seattle, 1997), Senior Historian. Ms. Boswell offers extensive professional experience in architectural history and historic preservation. She meets the Secretary of Interior Standards and Guidelines for Professional Qualifications in History and Architectural History She is currently a senior historian and project manager at SRI, assisting federal, state, and local governments as well as Tribes and private clients with a variety of historical services, including historic contexts, built-environment surveys, historic property documentation, and National Register eligibility evaluations. She has directed or contributed to many National Register of Historic Places (NRHP) nominations and Historic American Buildings Survey/Historic American Engineering Record (HABS/HAER) projects throughout the West. Prior to joining SRI, she previously surveyed the Garrison Springs Hatchery and developed historic context for its surroundings, which include features originally part of the WSH grounds. She was also involved in extensive historical documentation of much of the land currently occupied by and adjacent to Pierce College, which included studies of the agricultural and burial uses of the WSH property. She has also researched Fort Steilacoom and its role in regional military development, from its impact on Native peoples of the region to its relationship with evolving settlement patterns and outlying fort and transportation networks. Ms. Boswells expertise in research, writing, and historic building evaluations adds value to the project by:

- 1) Offering a comprehensive and detailed understanding of the historical development and past land use of the WSH campus.
- 2) Bringing familiarity and sensitivity to potential Tribal interests in the archaeological and past land-use aspects of WSH.
- 3) Possessing detailed knowledge of the holdings of both state and national archival facilities and universities in the region as well the location of research materials at various local historical societies and museums
- 4) Tremendous experience in completing NRHP evaluation leading into mitigation products for built environment resources (e.g. HABS documentation)

SRI’s team offers DES/DSHS the exact expertise required to advance the new hospital project through all of the cultural resource compliance needs. We offer extensive site-specific research, survey, and reporting experience with specialized knowledge, skills, and abilities related to the archaeological, architectural, and historical components of the project.

Availability

Per the RFQ, SRI proposes the following percentages of time that our key personnel will be assigned to support the project. It is assumed that the project will have an initial surge followed by on-going reporting and consultation. We expect to make our staff minimally 75% available to support the initial surge of completing the built-environment survey and conducting the subsurface archaeological survey with integration of GPR data sets. The following demonstrates our planned availability for key personnel during the duration of the project.

<u>Name</u>	<u>Availability</u>
Burr Neely	50%
Brandon McIntosh	75%
Lauren Walton	75%
Sarah Hibdon	50%
Michelle Slaughter	20%
Sharon Boswell	20%

Relevant Experience

Table 1. lists project SRI has undertake at WSH for DSHS since 2015. The project descriptions clearly demonstrate our ability to complete projects of a similar scope, size, and complexity while championing the project goals of DSHS and its construction contractors. SRI fully understand DES/DHSH need to have the operational flexibility to complete their improvement and construction project and we have a solid track record of integrating our work into the DSHS project timeline. We have been ultra-responsive to short notice scheduling for archaeological monitors. We have worked directly with at least five different construction and geo-exploration/drilling companies tasked with completing the DSHS projects and are adept and conforming to construction schedules. We know how to quickly apply and get approval from DAHP for the requisite archaeological permits and demonstrate detailed knowledge of the known archaeological site at WSH.

Table 1. SRI Projects at Western State Hospital.

Date	Project Name/Description	Key Personnel Involved
2015	New Kitchen, Pharmacy, Commissary Archaeological Survey/SRI completed the preconstruction archaeological survey of the project footprint in advance of the new kitchen fencing project on WSH campus. The survey led to the recommendation of archaeological monitoring during fence installation.	N/A
2017	New Kitchen, Pharmacy, Commissary Archaeological Monitoring and Data Recovery – During archaeological monitoring of the new fence installation project, SRI encountered a high volume of subsurface artifacts associated with past historic land use at WSH. SRI managed to maintain the project schedule while collecting, managing, and analyzing historical artifacts unearthed during construction. Project timelines were met, and the project achieved DAHP concurrence. SRI later presented a paper at the annual archaeological conference discussing this history and artifact assemblage at WSH.	N/A
2020	Medium Voltage Conduit Replacement Project – SRI provided archaeological monitoring services in support of the conduit replacement project. This project, like others on campus, was located within the boundaries of the archaeological site that triggers the need for a DAHP permit. SRI successfully received the permit and conducted archaeological monitoring. The project timeline was met and DAHP concurrence with all permit stipulation achieved.	Burr Neely, Brandon McIntosh, Sarah Hibdon
2020	Two Trenches Monitoring Project – This project also involved receiving a permit from DAHP as the project location was within the known archaeological site boundaries. The project was subject to a typical stop and start schedule where SRI remained on-call to support monitoring within a days’ notice. Projects like the Two Trenches work required constant communication with DSHS project managers and construction personnel regarding the location, timing, and duration of excavation activities. The project was completed without delay for any archaeological reasons, and all DAHP permit requirements, including uploading final reports to WISAARD, were satisfied.	Burr Neely, Brandon McIntosh, Sarah Hibdon
2020	Sewer System Flume – SRI again provided archaeological monitoring for the sewer system flume upgrade project. This project was located within the known site boundaries and required a permit issued from DAHP. This project was somewhat unique in that the contractor continued to encounter various utilities and buried infrastructure causing significant construction delays. SRI accommodated this schedule and remained on-call within a days’ notice to provide an archaeological monitor when excavations commenced. SRI also encountered buried historical cultural remains. We were able to assess the cultural deposits during construction to minimize project delays due to archaeological concerns. We also were able to update the site boundary in WISAARD with DAHP to ensure future projects understood where and when to expect encountering the archaeological site.	Burr Neely, Brandon McIntosh, Sarah Hibdon
2021	Burke Museum Curation Project – Receipt of archaeological permits from DAHP requires that information on the project, including final reports, photographs, and field notes, be curated with the Burke Museum in Seattle. SRI completed the curation requirements for all active DSHS WSH projects under this contract to ensure DAHP and the Burke Museum could approve future permit applications without delay. To-date, all collection permit stipulations are met.	Burr Neely, Brandon McIntosh, Sarah Hibdon, Lauren Walton

Date	Project Name/Description	Key Personnel Involved
2022	New Hospital Monitoring and Archaeological Assessment – SRI contracted directly with DSHS to provide archaeological monitoring and assessment services for the early phases of the current New Forensics Hospital Project.	Burr Neely, Brandon McIntosh, Sarah Hibdon, Lauren Walton
2023	Farm Well Monitoring Project – SRI conducted archaeological monitoring during repair of a well on WSH lands situated south of Steilacoom Boulevard. The project encountered buried foundations from previous historical-period buildings situated in these locations. The foundations were assessed in the field allowing excavation to continue with minimal delay. This project is also illustrative of SRI project management – the construction contract experienced delays during excavations that then require SRI to mobilize to the construction site more than first budgeted or anticipated. SRI quickly communicated this issue with the DSHS project manager to initiate the change order process and keep construction on track. SRI was able to provide timely financial data to support the change order.	Burr Neely, Lauren Walton, Sarah Hibdon

This list and description of SRI projects specific to WSH clearly demonstrate our knowledge and ability to continue supporting the new hospital project. We have conducted extensive background research, testing, pedestrian survey, archaeological monitoring, and historic building/feature evaluations on campus – **this is all knowledge and skills that can be leveraged for the current project.** We have developed data recovery plans, unanticipated discovery plans, worked directly with construction contractors, and handled all logistical requirements for accessing project areas at WSH. We have been on numerous projects that faced scheduling issues and have proven responsive to scheduling shifts and any impacts those have on cost and scope. We are the go-to firm for DSHS project managers at WSH for these reasons; we get DAHP concurrence and keep construction projects on track in terms of archaeological compliance.

It is also important to convey that SRI has extensive experience outside of our work with DSHS at WSH in providing archaeological services to a host of clients throughout Washington. We manage between 15-20 projects annually that range from small archaeological monitoring jobs to larger, multi-year cultural resource investigations in support of massive infrastructure improvement projects. Since establishing our office in Lacey in 2010, SRI has completed over 100 archaeological and cultural resource projects in Washington. We are recognized in Washington and across the U.S. West for providing timely, data-drive, scientifically based cultural resource services in support of development projects. The projects below offer a select sample of our ability to complete cultural resource investigations of a similar scope with a range of private, state, and federal clients. The table offers information on contract value and contact information for verifying references.

Table 2. Past Performance Project Examples

Project Name and Description	Date	Value	Contact
Skagit Relicensing Project, Seattle City Light. SRI completed an archaeological survey of over 100 linear miles totaling over 8,000 acres of transmission line corridor in mountainous terrain between Nehalem and Bothell, Washington. We completed NRHP evaluations for over 20 newly identified sites and isolates and revisited previously recorded sites to provide condition assessments. The pedestrian survey included intensive, systematic shovel probing at high	2020- Current	\$1.3m -- All work completed within planned budget	Jennifer Ferris, HDR, Inc., 425.450.7129, Jennifer.Ferris@hdrinc.com Andrea Weiser, Seattle City Light, Sr. Archaeologist. (206) 233-1644 , andrea.weiser@seattle.gov

Project Name and Description	Date	Value	Contact
<p>probability locations, and SRI excavated approximately 300 shovel probes. SRI also inventoried over 300 historical-period buildings and completed HPI forms for each resource. In addition to a two-volume technical report detailing results of the archaeology and built-environment surveys, SRI generated maps and statistics detailing survey coverage, testing locations, and site/building locations. We are currently in the final draft reporting and site form phase, having already submitted revised draft reports to the client.</p>			
<p>Washington State Park Surveys. SRI maintains a term contract with Washington State Parks under which we have completed over 25 Task Orders for archaeological surveys and monitoring in 2022 and 2023. These projects typically include detailed background and land-use history research, field survey at remote park locations (both pedestrian and shovel probing), coordination with park staff, construction contractors, and interested parties (e.g., Tribes and volunteer research groups), NRHP evaluations of identified sites, and technical reporting that meets State Park and Washington Department of Archaeology and Historic Preservation standards. Projects require regular interface uploading reports and site forms to WISAARD. State Parks has commended SRI for our responsiveness and the quality of our reporting. All project schedules and budgets have been met for this client.</p>	2022-Current	\$250,000 – all individual task orders have been completed on time and within originally planned budget.	Jennifer Wilson, State Park Archaeology Program Manager. (360) 787-6511, Jennifer.wilson@parks.wa.gov
<p>North Cascades National Park Multiple Property Document Update. Between 2019 and 2021, NPS retained SRI to complete the field inventory of approximately 45 remote historical-period buildings and structures located in remote backcountry locations throughout the North Cascades National Park. Site visits involved multiple self-supported multi-day backpacking trips and extensive hiking. Each resource was evaluated for NRHP eligibility, and eligible sites were then included in an update Multiple Property Document (MPD) for NPS. The MPD updated further involved an expansion of the significant themes and previous written historic context that required extensive archival research. This project demonstrates our expertise in regional historic research, NRHP evaluations for</p>	2019-2021	\$125,000 – completed within budget.	Kim Dicenso, Cultural Resource Program Manager, North Cascades National Park Service Complex. (360) 854-7341, kim_dicenso@nps.gov

Project Name and Description	Date	Value	Contact
built-environment resources, and ability to assess and manage multiple historic properties for one project.			
<p>Howard Hansen and Mud Mountain Dam Surveys, USACE. SRI completed the archeological survey of two land-blocks totaling nearly 400 acres for the USACE at two of its flood control projects. This survey also involved digging over 600 shovel probes and providing condition assessments on known archaeological sites. The survey covered rugged, mountainous terrain. SRI completed the required technical report including mapping of survey areas, shovel probes, and previously identified sites. A massive mud slide inundated portions of the project area, and SRI was able to map out and quantify areas impacted by the mud slide. This project demonstrates SRI's ability to handle larger archaeological survey project involving extensive shovel testing and revisiting known sites to complete condition assessments. It also shows our flexibility amidst a natural disaster to keep the project going and deliver results that the client needs for compliance purposes.</p>	2020	\$175,000 – completed within budget	Agnes Castronuevo, USACE Archaeologist. (541) 888- 9577, agnes.castronuevo@usace.army.mil

Past Performance

The projects listed above in Table 1. also serve to verify and highlight our performance with clients on project delivery. We have remained flexible and responsive to construction schedules and have been able to accurately budget anticipated costs and keep our work within scope, schedule, and budget. While SRI is not a design and construction firm with specific software or other tools for construction management, we do maintain internal project controls and have dedicated accountants and cost managers that help track financial progress on all of our projects. We maintain dedicated accounting and time keeping software allowing us to develop project management reports that detail labor time and actual vs. contracted budget status. We regularly plug-and-play with larger national and multinational construction and A/E firms in terms of tracking budgets, early communication of schedule and budget risks, and clear tracking of technical progress against the scope of work. The example of needing to pursue a change order for the Farm Well project exemplifies our expectations and standards for contract performance. SRI communicated directly with the DSHS project manager immediately when it became clear that additional field time would be necessary. SRI presented costs-to-date along with an estimate to complete for DSHS evaluation. We remained flexible on schedule and responsive to deploying our monitor on short notice to continue supporting the excavations. Work SRI completed on the steam pipe project followed a similar pattern of SRI being responsive to scheduling delays resulting from encountering unanticipated buried utilities, switching to on-call status to ensure we only deployed when ground-disturbing activities were occurring and maintaining the overall project schedule and budget.

It is our understanding of client needs (install fence, build hospital, repair/upgrade utility infrastructure, fix well) in the context of providing uninterrupted and crucial health care services to patients at WSH, that allows us to develop tight and project-appropriate scopes, accurately budget the cultural compliance needs, and manage to construction schedules. SRI communicates early and often – as this is the best means to identify risk, provide risk resolution measures, manage to project scope and budget, and anticipate scheduling issues before they happen to ensure all parties are aware and able to collectively arrive at solutions.

Project Approach

SRI has already developed an approach to ensuring DSHS maintains compliance with cultural resource requirements and that delivers all required reports and site data necessary to engage DAHP on mitigation outcomes related to adverse impacts on the historic buildings (demolition) and the archaeological site (destruction during construction). We present the broad overview of our proposed project approach below that considers priority tasks as they relate to maintaining the demolition and construction schedule. Our approach covers two tracks – one directly addressing the compliance needs for the historic built-environment the other specific to subsurface archaeological compliance. Throughout both tracks, SRI recommends regular status meetings with DSHS, DAHP, and the construction contractor to stay apprised of progress and any construction schedule changes or issues.

Historic Built Environment

Task 1. Complete update to previous inventory and evaluations. SRI is aware that the historic buildings on campus slated for demolition are part of an NRHP-eligible historic district. These buildings were last evaluated over 10 years ago, and DAHP will likely advise for an updated report detailing the current condition of each building and evaluating and changes that might have impaired the building's historic integrity. [*NOTE: SRI has already completed the fieldwork and preliminary summary report for this task under a separate contract direct with DSHS*]. Remaining work includes finalizing the full report and updating the Historic Property Inventory Forms (HPIs) in WISARRD for DAHP review. This report is crucial to consultation with DAHP regarding next steps prior to building demolition.

Task 2. Engage DAHP on Mitigation Outcomes. Building demolition represents an adverse impact on historically significant buildings that will require mitigation. *SRI is fully aware the current project does not include any mitigation actions.* However, given the extreme time sensitivity of the building demolition schedule, SRI strongly recommends engaging with DAHP immediately and continuously to get DAHP approval on mitigation outcomes for the historic buildings. Certain mitigation outcomes will require additional building documentation prior to demolition, so the sooner DAHP can concur with DSHS recommended mitigation strategies, the sooner any remaining work can be done that would allow for the demolition to commence without delay. There are two subtasks to make this happen:

- 1) Formally present mitigation recommendations in a letter from DSHS to DAHP. Given SRI's detailed knowledge of the buildings and site history, we are in a prime position to advise DSHS on mitigation outcomes and creative solutions to meeting the demolition schedule.
- 2) Engage with DAHP on a Memorandum of Understanding (MOU) which will serve as the legal document binding DSHS to mitigation stipulations. MOUs take time to develop and adopt as they are legal documents binding parties to certain actions. This will be the document that defines specific mitigation measures and is required anytime there will be mitigation of adverse effects on significant historic properties. The MOU will cover both built environment and archaeological mitigation measures. This process should be started immediately if it has not already commenced.

Once the final updated built environment report and HPI forms are submitted and accepted by DAHP, the historic built environment effort can focus on immediate mitigation that needs to occur to allow for building demolition to commence without delay. Once that specific mitigation work is done, efforts can focus on wrapping up the MOU that defines further mitigation requirements. *SRI will make every effort to define mitigation outcomes that are NOT tied to the construction schedule and can occur over the life of the project. The crucial concept here is to uncouple the mitigation from the construction schedule and complete any mitigation measure quickly the require the buildings to still be standing.*

Archaeology

Demolition and construction activities will result in impacts to a known and historically significant archaeological site. Work actions that result in impacts to a known site require a site alteration and destruction permit issued by DAHP and will involve additional survey and testing, a GPR component, reporting, archaeological monitoring, and mitigation. Compliance related to the subsurface archaeological site underlying the entire project footprint has also already been commenced by SRI. The recommended approach to manage the archaeological components include:

Task 1. Issuance of DAHP permit to allow for archaeological monitoring of geotechnical investigation and security fence installation. SRI understands that prior to construction, the contractor may need to conduct additional boring for geotechnical data. The contractor will also need to move a security fence in advance of building demolition. *SRI has already applied for and received the DAHP permit to support archaeological monitoring of these actions.* This is vital to the project, as DAHP can take up to 60 days to issue a new permit (allowing for agency and interested party review of the permit application). With this permit in hand already, SRI can immediately provide archaeological monitoring of these near-term activities to maintain the construction schedule.

Task 2: Issuance of a DAHP permit to allow for subsurface archaeological survey coupled with a GPR survey to assess subsurface anomalies. Compliance related to the subsurface archaeological site underlying the entire project footprint has also already been commenced by SRI is aware that prior to construction, DAHP will likely recommend additional survey of the archaeological site to better characterize the subsurface cultural deposits, more clearly delineate the extent of the known site (it does not have a firmly established boundary), and to inform areas of high and low potential for additional subsurface deposits. SRI already holds this permit and is prepared to initiate additional subsurface survey immediately upon selection. This is again a crucial aspect of maintaining project schedule as selecting SRI will obviate the need for a new permit application to support this work.

In addition to the shovel testing, analysis, reporting, and updated site boundaries with DAHP for the subsurface archaeological component, *SRI also recommends and has already completed an intensive GPR survey of high-potential areas within the project footprint.* The GPR survey adds great value to the project. It allows for more targeted and informed shovel testing. More importantly for this project, the GPR survey can also help more clearly delineate the boundaries of the historic cemetery located in the project footprint and determine if any burial anomalies exist outside of the cemetery's current fence line. The GPR data may also be shared with the construction contractor to verify the presence or absence of anomalies, such as previous foundations or buried utilities, that might impact demolition and construction.

This task involves completing the GPR report, conducting additional survey and testing, developing and submitting the survey report and site forms to DAHP and satisfying the permit requirements.

Task 3: Apply for a DAHP permit to support archaeological monitoring during mass excavations immediately prior to construction. Currently, this action is not covered by a DAHP permit. This will be

the third of four permits required to continue working on the subsurface archaeology monitoring. Upon selection, SRI will immediately submit a permit application to DAHP so that monitors can be in place during mass excavations and construction. The final permit, not included in this scope, will be specifically designed to cover any mitigation outcomes for the archaeological component.

Task 4. Development of MOU and Consultation with DAPH and Interested Parties. Coupled with the MOU task described for the built environment, SRI recommends including mitigation recommendations in the MOU specific to mitigating the impacts to the subsurface archaeological site. SRI will advise DSHS on these mitigation recommendations for inclusion in the MOU.

Consultation throughout the entire project with DAHP and other interested parties is absolutely essential to secure positive outcomes for this project. SRI recommends consultation early and often with DAHP, DSHS, and the construction contractor. We also support and fully expect tribal involvement, both in participating in any survey and shovel testing, but also as an interested party in developing mitigation outcomes. This task involves SRI's participation in consultation meetings with a clear effort to engage local Tribes in the project. These meetings, both formal and informal, will be the platform to review scope and schedule, and will serve to help DSHS successfully manage scope, schedule, and budget for this project.

Conclusion

SRI clearly demonstrates relevant experience and capability to coordinate, implement, and achieve cultural resources compliance for the new hospital project. This experience, coupled with the past performance and project approach conveys **that SRI is the optimal choice in achieving project goals.** We can quickly complete in-depth archaeological survey encompassing the built-environment and subsurface archaeological elements – and indeed have already completed the built-environment and ground-penetrating radar surveys. We have established communications with DAHP specific to this project's compliance needs and can ensure DAHP accepts the survey information and documents it in their WISAARD database. SRI is known at WSH for our rapid response and monitoring support for systematic shovel probing and testing and other time-sensitive fieldwork. We already have the required DAHP permits in-hand to continue the archeological survey and monitoring without delay. We have a track record at WSH and elsewhere of achieving DAHP concurrence for our work.

Diverse Business Inclusion Strategies

SRI is a Disadvantaged Business Enterprise (DBE) certified with the Washington State Office of Minority and Women's Business Enterprises (Certification No. D2F0024789). Selecting SRI ensures that a diverse business entity is included in the project. We currently do not foresee any subcontracting necessary to complete this work. We will register and create an account with DES Diversity Compliance Program (B2Gnow) upon selection and understand the requirement to submit DES's Public Works Diverse Business and Inclusion Plan form no later than one full business day prior to any scheduled interview date and time.

SRI also has successfully involved local tribes, notably the Nisqually Indian Tribe, in projects at WSH. We would expect a similar outreach for Tribal involvement in the new hospital project. SRI as a company has promoted outreach and inclusion of small and Native-owned business enterprises in other regions. As one example, we mentored members of the Navajo Nation in developing ethnographic documentation and interview capacity such that these individuals were able to start their own business and subcontract to SRI on projects on Navajo land. SRI looks forward to engaging with DES to formalize a plan and look for opportunities to involve diverse business along these lines.

