



Project No. 2023-268

CAMP MURRAY BUILDING 34 TENANT IMPROVEMENTS

WASHINGTON MILITARY DEPARTMENT
Building 34 Quartermaster Road
Camp Murray, Pierce County, WA

Statement of Qualifications

August 14, 2023

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Ms. Yelena Semenova

Department of Enterprise Services
Engineering & Architectural Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Statement of Qualifications
Camp Murray Building 34 Tenant Improvements
Washington Military Department
Project No. 2023-268

Dear Ms. Semenova and Members of the Selection Committee:

I am delighted by the Washington Military Department's success in securing 2023-2025 appropriations for capital projects throughout the state, including several projects at Camp Murray. The \$8.34M allotted for Building 34 will bring tangible benefits to WAARNG troops and the community. Effective solutions for the facility's many deficiencies and for its anticipated uses will require a thorough and comprehensive technical approach driven by knowledge, talent, and tenacity. With funding limited and construction costs escalating by the day, the Washington Military Department cannot afford the time to educate its A/E team in the intricacies of NGB, DoD, and WMD requirements and the subtle ways in which federal funding impacts Washington State project delivery requirements.

Starling Whitehead & Lux Architects offers the Washington Military Department five qualities essential to assure that Building 34 will meet the operational needs of the Medical Detachment and 133d Army National Guard Band:

1. Immediate and sufficient capacity (see pages 6 and 15 of this SOQ for additional information).
2. Thorough and expert understanding of the requirements and standards contained in all NGB regulations, UFC criteria, and DoD regulations pertaining to readiness centers.
3. Proven ability to craft exceptional readiness centers within the funding constraints of the 1390/1391.
4. Deep experience in the planning and design of healthcare and healthcare education facilities.
5. Current experience in the planning and design of music facilities.

Our expertise in readiness centers comes from 36 years of near-continuous experience in the planning and design of projects for the Army and Air National Guard, beginning with our first project for the Washington Military Department in 1987. We meet our commitments and deliver on our promises. We are a team player, applying planning expertise, creative design, and technical skill when and where they will be most effective. Thank you for considering us to be part of your team.

Respectfully,



Ross Whitehead, AIA, Principal



STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

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

Consultant Selection Contact Form

Designated Point of Contact for Statement of Qualifications

For Design Bid Build, Design Build, Progressive Design Build, GC/CM & Job Order Contracting
(JOC) Selections

Firm Name: Starling Whitehead & Lux Architects		
Point of Contact Name & Title: Ross Whitehead, AIA, Principal		
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City: Seattle	State: WA	Zip: 98164

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Thurston County Readiness Center

EXECUTIVE SUMMARY

Introduction

Starling Whitehead & Lux 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.

The Washington Military Department was our firm's first client, and we are extremely proud that it remains a client today.

Qualifications of Key Personnel

Ross Whitehead AIA - Principal-in-Charge: 33 years of design and construction experience. His work includes readiness centers, healthcare clinics, major and minor renovations (including substantial alterations), tenant improvements, and asset preservation projects.

Monica Verastegui AIA - Project Manager: 10 years of experience, including Project Manager for the Washington Military Department's Joint Force Readiness Center Predesign and Thurston County Readiness Center.

Brenda Misel - Project Architect: 20 years of experience in a wide variety of facility types, including National Guard and higher education projects.

Relevant Experience

Starling Whitehead & Lux Architects has provided planning and design services for the Washington Military Department throughout our 36 year history. We are very familiar with the unique requirements of the National Guard. We have designed five new readiness centers, overseen minor improvements to seven, and planned for an additional four.

Past Performance

The focus of our practice is entirely in the public sector. From our office in downtown Seattle we have the commitment and tools to effectively deliver projects statewide, on sites as far-flung as Cheney, Bellingham, Vancouver, and Raymond. While the team we propose has designed and executed buildings with MACCs exceeding \$35 million, we cut our teeth solving precisely the issues faced at Building 34: designing effective and healthful work environments, assuring accessibility for all, improving envelope performance, enhancing security, replacing obsolete systems, strengthening structures, and keeping water at bay.

Life Cycle Cost Analysis / Sustainable Design Experience

With nearly 100 percent of our work being for state agencies, all our major capital projects take life cycle costs into consideration during the pre-design and design phases. Our experience in LCCAs and ELCCAs includes use of OFM's Life Cycle Cost Model (LCCM) and Life Cycle Cost Tool (LCCT).

Our commitment to sustainability is exemplified by our body of work, which includes the state's first LEED Platinum higher education facility (Angst Hall at Skagit Valley College). Starling Whitehead & Lux Architects has led the design and construction administration efforts for 8 Silver, 6 Gold (including the Thurston County and 66th TAC readiness centers), and 1 Platinum LEED-certified buildings.

Diverse Business Inclusion Strategies

Starling Whitehead & Lux Architects is a Washington Small Business. Our team includes small, woman-owned, and minority-owned business enterprises. Cumulatively, we anticipate that at least 25 percent of the total design contract amount will benefit MBE businesses, 12 percent will benefit WBE businesses, and 90 percent will benefit small businesses.



Five readiness centers designed by Starling Whitehead & Lux Architects, with five unique responses to project conditions.



66th TAC Readiness Center, JBLM.

INTRODUCTION

Founded in 1987, Starling Whitehead & Lux Architects offers our clients a team of thoughtful and motivated architects and planners, equipped with proven project delivery methodologies and supported by technically proficient consultants sharing our core values. As the focus of our practice is entirely in the public sector, we have developed an understanding of the unique project delivery requirements for municipal, state, and federal agencies. Nearly 100 percent of our work is for Washington State government agencies. 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
- Site Design
- Building Design
- Renovation
- Restoration (including restoration of historic properties)
- Adaptive Reuse
- Building Envelope Improvement (including roofing replacement)
- Interior Design

Our firm is highly service-oriented. Our first clients are still clients, and we enjoy repeat selection with nearly all our clients. Our process derives its strength through an inclusive and interactive project partnerships with the project stakeholders. All our work consistently reflects our core values of simplicity, flexibility, and durability, while being responsive to program, context, and environmental sustainability. We deliver our projects on time and within budget.

QUALIFICATIONS OF KEY PERSONNEL

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

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

Our ability to effectively manage projects comes from the manner in which we structure our teams. 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. This principal directly oversees the work of the project manager and project architect, both selected for their understanding of the client and/or knowledge of the project type. We do not take on new projects without confirmation that we have the capacity necessary to serve our clients; labor is our primary asset and it is carefully managed to ensure its most effective and efficient utilization. This strategy explains our dependability. Also 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 goal is to have the design complete and shovel-ready by the time federal construction funding becomes available. This will require a team well-versed in readiness center design requirements and National Guard Bureau procedures, and skilled in rapid/effective communication and document production. The team we present responds to these attributes by:

- carrying forward key team members from our soon-to-bid Snohomish Readiness Center Addition/Alteration (*Ross Whitehead, Monica Verastegui, Craig Stauffer, David Moore, Jake Meulink*);
- promoting coordination efficiencies by having all MEP work be performed by a single firm (*David Moore and Jake Meulink with Tres West*).

Our Building 34 Tenant Improvements team includes the following key individuals:



Ross Whitehead, AIA, Principal

Role: Principal-in-Charge (Time Commitment: 20%)

Atypical of practicing architects, Ross' early front-line experience as a contractor gives him a unique understanding of the regulatory, bidding, and construction process, and enables him to produce very biddable and constructible documents. His management experience includes capital planning, small and large renovations and additions, improvements and replacements of HVAC systems, and major new buildings. Ross' sense of humor is evident in his being one of three individuals responsible for design and construction of "The Fremont Troll," a now iconic ferrocement sculpture under Seattle's Aurora Bridge.

Ross' relevant project experience includes:

- **Snohomish Readiness Center Addition/Alteration - WMD**
- **Sedro Woolley FMS Addition - WMD**
- **Bremerton Storage Building - WMD**
- **Kent Storage Building - WMD**
- **STE(A)M Education Center Predesign - Shoreline Community College**
- **Joint Force Headquarters Readiness Center Predesign - WMD**
- **Thurston County Readiness Center (LEED Gold) - WMD**
- **Center for Allied Health Education - Bates Technical College**
- **Snohomish Readiness Center Restroom and Kitchen Upgrades - WMD**
- **Pacific Tower Renovation (Nat'l Register of Historic Places) - Washington Department of Commerce**
- **Thurston County Readiness Center Predesign (2006/2013/2015) - WMD**
- **Pierce County Readiness Center Design-Build Bridging Documents - WMD**
- **Simulator Building, Kent Readiness Center - WMD**
- **66th TAC Readiness Center (LEED Gold) - USPFO**
- **Bremerton Readiness Center - WMD**
- **Yakima Readiness Center - WMD**

Ross Whitehead

Education:

**Master of Architecture
Univ. of Washington, 1991**

**BS, Civil Engineering
(Structural Emphasis)
Washington University, 1985**

Registration:

Washington, 1999



Monica Verastegui, AIA, LEED BD+C, Associate

Role: Project Manager (Time Commitment: 40%)

Monica brings to our team an unerring ability to maintain order and enforce design intent on complex projects with multiple stakeholders. She is highly adept at establishing in-depth understandings of client needs and aspirations, and responding with appropriate architectural solutions. Through her prior work as Project Architect at the Snohomish Readiness Center in 2018, Monica has demonstrated her creativity in modifying existing National Guard facilities to support gender equity and universal accessibility.

Monica's relevant project experience includes:

- **Bremerton Storage Building - WMD**
- **Kent Storage Building - WMD**
- **Health Sciences Center - Renton Technical College**
- **Joint Force Headquarters Readiness Center Predesign - WMD**
- **Thurston County Readiness Center - WMD**
- **Snohomish Readiness Center Restroom and Kitchen Upgrades - WMD**

Education:
Bachelor of Architecture w/
Minor in Psychology,
University of Tennessee, 2008

Registration:
Washington, 2017



Brenda Misel

Role: Project Architect (Time Commitment: 100%)

Brenda offers strong team-building skills coupled with 20 years experience on public and private projects at many scales. She is particularly skilled in the early phases of major capital projects, from programming to conceptual design, when key decisions are made that set up projects for orderly technical resolution.

Brenda's relevant project experience includes:

- **Sedro Woolley FMS Addition - WMD**
- **Center for Design - Lake Washington Institute of Technology**
- **Consolidated Crime Lab Predesign - Washington State Patrol**
- **Joint Force Headquarters Readiness Center Predesign - WMD**
- **Technology Center Water Mitigation - Lake Washington Institute of Technology**
- **Automotive Technology Building Renovation and Expansion - South Seattle College**

Brenda Misel
Education:
Bachelor of Art - Architecture
University of Washington,
1990



Thurston County Readiness Center

Supporting Consultants

Developing fully functional projects that integrate well with existing facilities requires an extensive team effort. To assure successful results for Building 34, we will include on our team appropriate specialty consultants sharing our client-focused service ethos. Our consulting team has been assembled with the goal of enhanced diverse business inclusion, a subject given further attention on page 11.

The Estimé Group - MBE (self-certified)

Role: Health Clinic Planning

Founded in 1991, The Estimé Group's experience covers a broad range of science and health facility planning project types; including allied health, healthcare & medical facilities, basic science research, chemistry, medicinal chemistry, micro and molecular biology, environmental testing, biotechnology, and pharmaceutical, vivarium, BSL-3 and vivarium facilities, and specialized quarantine facilities. Client-focus, innovation, and collaboration are the core values of the firm's practice. The Estimé Group has worked with Starling Whitehead & Lux Architects on healthcare and healthcare education projects for Lake Washington Institute of Technology (Allied Health Building, which included design of a community clinic to be operated by Evergreen Hospital), Seattle Central College (Pacific Tower, which includes a dental clinic for low-income patients operated by Neighborcare Health), The Evergreen State College (Seminar 1 student wellness clinic predesign), Bates Technical College (Center for Allied Health Education), Shoreline Community College (STE(A)M Education Center), and Renton Technical College (Health Sciences Center).



Roz Estimé

Role: Lead Structural Engineer

Roz offers over 25 years experience in strategic planning, facility master planning, programming, and detailed healthcare and laboratory planning. He has completed projects throughout North America and abroad. Roz' programming and planning approach for each project is based on his ability to comprehend his client's culture and vision for the future. The expertise he brings makes design processes more efficient, more manageable, and more cost-effective. For Building 34 he will help the Medical Detachment stakeholders make informed decisions based on thorough analysis of their needs. In so doing Roz will help the project team avoid the time-consuming mistakes and lost opportunities too common in the development of healthcare facilities.

Prior to founding The Estimé Group, Roz held positions as Partner-in-Charge of the Science & Technology practice at the architectural firm SRG Partnership, Assistant Dean and Director of Planning for the University of Maryland School of Medicine; and Director of Lab Planning for the Washington DC operations of GPR Planners Collaborative

Roz Estimé Education:

**MBA with focus on Hospital
Administration & Marketing
State University of New York at
Albany & Union College**

BA - Biology and Psychology

Credentials:

**LEAN Six Sigma - Healthcare
Green Belt**

PCS Structural Solutions

Role: Structural Engineering

PCS Structural Solutions, founded 58 years ago, is a single discipline structural engineering firm with a focused expertise on structural engineering for buildings. Their staff averages over 14 years tenure with the firm, and 80 percent of their engineers are professionally licensed structural engineers. The firm has a broad base of experience in the structural design of readiness centers and other essential facilities, including design for blast and progressive collapse.



Craig Stauffer, PE, SE

Role: Lead Structural Engineer

Craig joined PCS Structural Solutions after obtaining his master's degree from the University of Wyoming in 1992, and became president of the firm in 2007. He continues to successfully manage the firm's public projects, including readiness centers at Bremerton, 66th TAC, Thurston County, and Snohomish while teamed with Starling Whitehead & Lux Architects. Excellent technical skills in structural analysis along with degrees in architecture/engineering give Craig the tools to tastefully integrate structural design realities within the complex challenges of essential and blast-rated facilities.

Craig Stauffer

Education:

**MS - Civil Engineering
(Structural Emphasis)
University of Wyoming**

**BS - Architectural Engineering
(Structural Emphasis)
University of Wyoming**

Registration:

5 states including WA

Tres West Engineers - M/WBE / DBE / Washington Small Business

Role: Mechanical and Electrical Engineering

Tres West is a minority woman-owned small business based in Tacoma. Tres West engineers understand their forward impact as they create effective training environments for the National Guard. As an MEP firm, sustainability is the heartbeat of Tres West's designs. Their team maintains top-notch proficiency through individual certifications, continual learning, and by integrating only proven sustainable technologies to ensure efficient and responsible designs. Focused on their clients' missions, you can depend on Tres West's solid reputation and exceptional performance in mechanical and electrical engineering.



David Moore, PE, LEED BD+C

Role: Lead Mechanical Engineer

A principal and partner at Tres West, David has extensive mechanical engineering experience in energy analysis, plumbing and HVAC systems design, and piping and hydronic systems analysis. David specializes in energy management systems as well as sustainable system design. As a principal, David oversees the firm's mechanical projects to ensure accuracy and efficiency and to keep projects within the proposed budget. David's vast knowledge of mechanical systems creates a solid foundation to allow Tres West to design facilities that are both energy efficient and easy to maintain.

David Moore

Education:

**BS - Mechanical Engineering
Saint Martin's College**

Registration:

Washington, Oregon



Jake Meulink, LEED BD+C
Role: Lead Electrical Engineer

Jake has 13 years in the electrical consulting industry, starting with high-voltage distribution design and moving into low-voltage consulting. He takes pride in making his presence felt early and often everywhere he works, and is passionate about providing end-users electrical systems that meet their needs and provide future flexibility. Jake obtained his professional license in 2014 and recently supplemented it with an RCDD certification. Jake has embraced Revit as a design tool and has extensive experience working with contractors to solve the major obstacles that often come with the design of unique projects.

Jake Meulink
Education:
BS - Electrical Engineering
University of Idaho

Registration:
Washington, Oregon
RCDD

Wiggins Preconstruction Services - WA Small Business
Role: Independent Cost Estimating

Wiggins Preconstruction Services is a new firm built on the foundation of veteran leadership and a team of highly talented industry professionals. Having worked together for over a decade, staff pride themselves on delivering exceptional results through a deep understanding of project needs and requirements. WPS services include construction cost estimating, constructability review, value engineering, and life cycle analysis.



Matt Wiggins
Role: Lead Cost Estimator

Matt is a seasoned professional in the construction industry with over 18 years of experience as an estimator and preconstruction manager. After successfully managing an estimating department for over 10 years, Matt went on to found Wiggins Preconstruction Services. His expertise and attention to detail have established him as a trusted expert in the construction cost estimating field, earning the respect of his peers and clients alike.

Matt Wiggins
Education:
MS - Construction Management
University of Washington

BS - Construction Management
Washington State University



Thurston County Readiness Center

DIVERSE BUSINESSES INCLUSION STRATEGIES

Starling Whitehead & Lux Architects 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 Washington 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 and this is reflected in the team we propose. If selected for the Building 34 Tenant Improvements project we will work with you to fine-tune the composition of this team to assure it meets your diverse business inclusion objectives.

We also value diversity in our office, as evidenced by our current staff makeup:

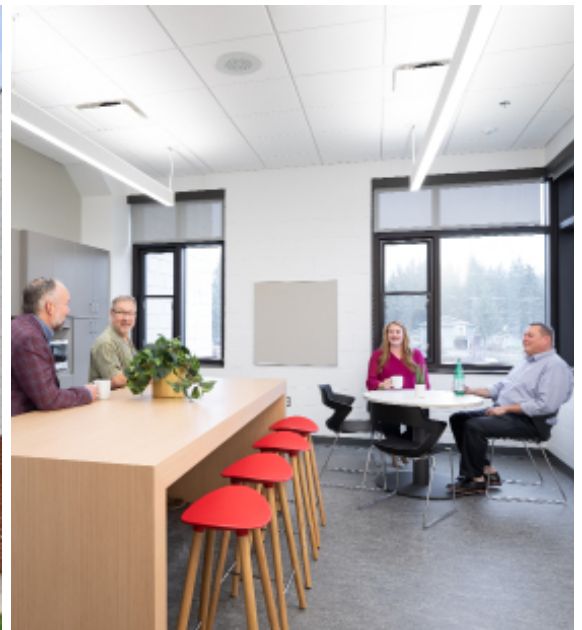
- We are 25 percent woman-owned
- Women make up 50 percent of our staff
- 24 percent of our staff represent minority populations

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 extraordinarily important to business success. We promptly invoice consultant work and *always* pay within five days of being paid by our clients.
- We are visible to prospective consultants through participation in networking events, educational programs, and business organizations catering to the interests of diverse businesses. We provide information on our firm and work to generate interest in the diverse business consulting community.

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



Inclusivity plays a critical role in the design of readiness centers, which perform both military and community functions. The design of the Thurston County Readiness Center provided a welcoming yet secure environment, supported by furnishings chosen to support active use and collaboration.



PAST PERFORMANCE

To successfully operate a small design firm with statewide reach, and to effectively serve our clients wherever their facilities may be, requires a compelling governing philosophy and clear methods for administering project tasks. From our 36 years serving public agencies, including the Washington Military Department, we have gained experience directly relevant to the Building 34 Tenant Improvements project, as expressed through the following general approaches to specific project elements, task descriptions, and quality control procedures:

Project Philosophy

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

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

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



Design Approach

Starling Whitehead & Lux Architects bases our design process first on the conviction that quality design lies in creating spaces that both resolve functional needs and integrate into their surroundings, producing architectural space that is both useful and in harmony with the environment and context in which it is built. The appearance of our projects is 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 funded through taxpayer dollars.



Snohomish Readiness Center Restroom and Kitchen Upgrades - This project included accessibility and gender equity upgrades, HVAC and plumbing systems improvements, and a complete kitchen remodel. From top, original showers used by both males and females within men's restroom; new men's showers; original staff kitchen; and remodeled staff kitchen.

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 the perceived needs identified during the predesign study are actual needs, and that the highest priority elements are achievable within the budget. We will meet with project stakeholders to re-assess the validity of the initial planning conclusions, establish overarching project goals, confirm the budget,

collect available facts not already in our possession (surveys, record documents, etc.), and finally agree on a course of action. We will document our progress to use as a benchmark for all subsequent decisions. Armed with project goals and measures of success, we will explore possible synergies as well as obtain early jurisdictional input to synthesize a conceptual design response to the project.

Our General Approach to Readiness Center Projects

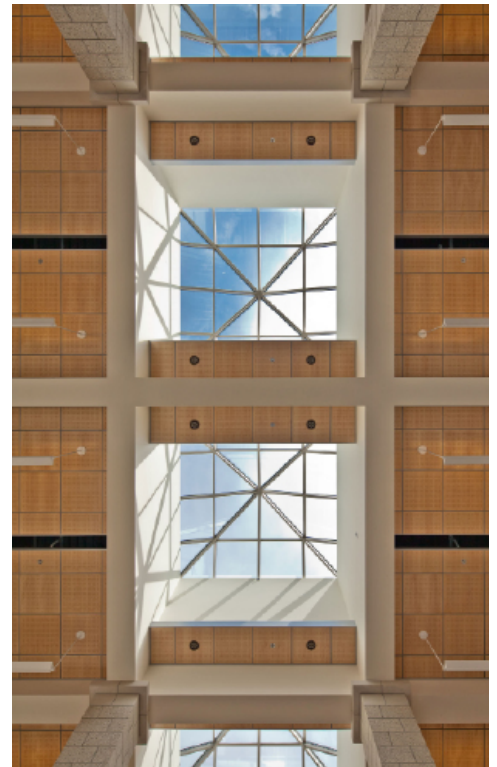
The design of readiness centers is foremost defined by Design Guides 415-1 and 415-5 and National Guard Pamphlet 415-12. It is highly prescriptive in nature. When approaching any modifications to an existing readiness center, the guidance provided by these core documents must be thoroughly understood so that new elements support the fundamental purpose and flow of the facility, and that they are eligible to the maximum extent for federal reimbursement. We bring to the Building 34 Tenant Improvements project expertise in the Design Guides and associated National Guard Regulations, National Guard Pamphlets, DoD Instructions, Army Regulations, Unified Facility Criteria, and other technical requirements through our prior readiness center work, and will apply this knowledge to assure improvements to the building will first and foremost support troop readiness and be fully eligible for shared federal-state funding.

That is not to say the application of these prescriptive standards does not demand a high degree of creativity to achieve genuinely successful solutions. The individual soldier is the ultimate inspiration for our approach to the design of readiness centers. Establishing the proximity between key functions and what features make training more effective - these all receive our attention and are critical to the success of the facility.

Existing Conditions and Work in Active Facilities

This project will be executed in an existing structure. 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 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.

The Medical Detachment and 133d Army National Guard Band may benefit from some elements of Building 34 remaining in operation during construction. Our approach to planning for construction in occupied buildings 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 WMD to review the use of techniques such as off-hours/weekend construction, utility by-passes, temporary air filtration, and other similar tools 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.



66th TAC Readiness Center: As a demonstration of our commitment to creative solutions that elevate National Guard facilities, knowledge of National Guard Bureau materials allowances allowed Straling Whitehead & Lux Architects to specify wood panels and trim throughout the facility.



Training spaces at Bremerton Readiness Center (top) and Thurston County Readiness Center (all others) feature flexible furnishings and extensive A/V integration.

Design Documentation

From approved concepts, we will prepare contract documents at a level of detail appropriate for public bid. For work in existing structures we find it useful and efficient to embed photographs of existing conditions into the construction documents to assure bidders fully understand the context and can bid with confidence.

Permitting Agencies

Specializing in public sector work and having successfully completed renovation projects throughout the state, we have proven our ability to develop the documentation necessary to meet local permit requirements. Based on our prior experience, Pierce County’s online permitting process works well. That said, the recent pandemic created challenges for every public agency. Building departments throughout Washington State experienced staffing issues that lengthened the permit approval process, and reverberations continue to be felt today. To ensure as timely an approval process as possible, we will work closely with the county and other authorities having jurisdiction and develop the permit submittal such that intake occurs as early as possible and with the greatest likelihood of approval.

We realize the critical nature of early building code interpretation as it relates to improvements to existing facilities. Were Pierce County to declare the intended work to constitute (as defined by the International Building Code) a *substantial alteration*, it may require dollars be spent that would otherwise be available for uses more important to the National Guard. Earlier engagement of the county is critical to managing the risks of substantial alteration. We saw this at the Snohomish Readiness Center, where a pre-submittal conference provided the opportunity to secure the city’s buy-in on deferring some work typically required of substantial alterations.

Bidding & Procurement

The keys to successful bidding are bid documents that are clear and well-coordinated, designs that are buildable, and an absence of any red flags that might 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 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.

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 full project teams defines initial quantity and quality benchmarks and assigns 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.

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 most of our 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 change orders encountered during construction caused by document errors or omissions. *We have averaged less than two percent changes attributed to errors and omissions on all projects completed.*

Scheduling

Starling Whitehead & Lux Architects is currently working on four projects for the WMD (Snohomish Readiness Center Addition/Alteration, Sedro Woolley FMS Addition, Kent Storage Building, and Bremerton Storage Building) and we are in the final stages of closing out a fifth (Thurston County Readiness Center). As a 2023-2025 DES On-Call Architect we have also been asked to perform minor work at Sedro Woolley FMS Building 2 and Snohomish Readiness Center Building 2. In all fairness we expect this will raise the question as to whether our capacity for additional work is sufficient. We believe taking on Building 34 is in fact a unique opportunity with the potential for significant benefit to the WMD. First, the Kent Storage Building, Bremerton Storage Building, and Thurston County Readiness Center projects will likely be complete before Building 34 ramps up. Second, having the Snohomish Readiness Center and Sedro Woolley FMS projects simultaneously under construction creates efficiencies, efficiencies that will only be enhanced by further minor work in those locations. Last, more readiness center work equates to a higher proportion of our staff committed to Washington Military Department work, which creates synergies and additional efficiencies that will directly benefit the agency. DES and WMD saw this is action in 2022, when we completed the design of the Snohomish Readiness Center Addition/Alteration project in just three months while also meeting our obligations to four other active WMD projects.

Our history of meeting schedule milestones and staging the projects for on-time completion is one of the reasons that our clients select Starling Whitehead & Lux Architects for repeat work. During design, we maintain 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 - this is critical for the schedule to be effective - 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. If construction falls behind schedule, we require the contractor to document the cause(s) and present a mitigation strategy.



From top: Starling Whitehead & Lux Architects readiness centers at the Yakima Training Center, Yakima airport, Kitsap County Emergency Services campus (Bremerton), and JBLM (66th TAC).



Sustainable Design

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 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.

Per Washington State law (RCW 39.35D), major facility new construction and renovation projects over 5,000 gsf must achieve United States Green Building Council (USGBC) LEED Silver certification. To achieve this through the current version of LEED (Version 4.1) will take a concerted effort. Choosing to reinvest in Building 34 rather than replace it with a new facility is a positive first step toward successful LEED certification. Common green features we incorporate in our designs include access to fresh air, connection to nature, daylighting, views and vistas, personal control/customization of workspaces, flexibility, low-cost comfort (thermal, olfactory, noise and vibrations, and ergonomic) and informal, shared amenities. For renovation projects, improving system efficiencies and building envelope performance are both important and achievable. If the scope of work includes site elements, our site designs typically include drought-tolerant and native plantings, cut-off light fixtures, and electric vehicle charging stations. Our approach to sustainable design not only achieves reduced utility costs, but also contributes to improved productivity and well-being of the building's occupants and neighborhood.



Starling Whitehead & Lux 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 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.

Life Cycle Cost Analysis

The life cycle costs for a building may aptly be compared to an iceberg: the first costs (e.g. the visible portion of the iceberg) are often dwarfed by the costs of operating and maintaining the facility over its lifetime. Starling Whitehead & Lux Architects, Tres West, and Wiggins Preconstruction Services 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.

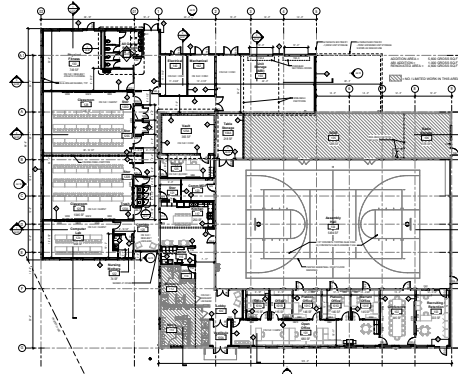
As we explore design alternatives for Building 34, we will develop estimates of the total cost of the building, from initial construction through operation/maintenance. By comparing life cycle costs for various design configurations, we will explore trade-offs between low initial costs and long-term 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. This information empowers the project team to objectively compare possible solutions and build consensus around a preferred solution.



Angst Hall, Skagit Valley College. Sustainable features support active use, manage rainwater, collect natural power, and engage the outdoors.

RELEVANT EXPERIENCE

In addition to our relevant projects illustrated throughout this Statement of Qualifications, projects on the following pages detail our additional experience with interior renovations/remodels, building envelope improvements, MEP system replacements, accessibility improvements, seismic upgrades, and National Guard readiness centers.



Snohomish Readiness Center Addition/Alteration

Client: Washington Military Department

Contact: Suzanne Gilbert (suzanne.gilbert@des.wa.gov / 360.490.0621)

MACC Estimate: \$7.5M

To Be Bid Fall 2023

Relevance to Building 34:

- **Team experience**
- **Interior remodel component**
- **Reflects current readiness center planning and design guidelines**
- **Understanding of federal/state design criteria and regulations**
- **Robust building envelope**
- **Efficient MEP systems**

The existing Snohomish Readiness Center is far smaller than current NGB regulations require given its authorized troop strength. The motivating concept behind our design for improvements to the Snohomish Readiness center is to maximize the expansion footprint and to minimize improvements to the existing facility, meaning fixing those elements that do not currently work while leaving alone those elements that do (toilet rooms, personnel equipment storage, assembly hall) alone. The design solution – developed in coordination with the A/E team, DES, WMD, NGB, and representatives of the 176th Engineer Company (Vertical) – calls for the full renovation of 4,604 sf of the existing 1953 armory building, a light remodel of an additional 7,963 sf of same, and an all-new addition totaling 5,530 gsf (with a 1,097 gsf extension identified as an alternate bid item).

Our work included integration of feedback from the owner's hazardous materials consultant, the Department of Archaeology and Historic Preservation, and the City of Snohomish's Design Review Board.



Snohomish Readiness Center Toilet/Kitchen Improvements

Client: Washington Military Department

Contact: N/A (Retired)

MACC Estimate: \$449,000; Final Cost: \$487,000

Relevance to Building 34:

- **Interior remodel**
- **Understanding of federal/state design criteria and regulations**
- **Building envelope improvements**
- **Efficient MEP systems**

The drivers behind this project were threefold, (1) improvement of the kitchen, (2) addition of female shower facilities, and (3) ADA improvements for all toilet/shower facilities. Our response typified our firm's philosophy of engaging stakeholders early in design to discover overarching needs. Among the lessons learned from this process was that the housed units were undergoing a significant shift in male-female balance, and that a much more aggressive investment in female toilet/shower facilities was warranted to address this trend. Concurrently, our analysis of food service requirements revealed that even significant investment in the existing kitchen would be insufficient to free the units from relying on catered food for drill weekends. The resulting design reduced the scale of kitchen improvements and expanded the scope dedicated to toilets and showers. Work included thermal improvements to all exterior walls within the area of work, but did not include window replacement.



Snohomish Readiness Center entry with improved access to toilet/shower facilities (top) and men's toilet/shower room (bottom)

Anacortes Readiness Center Predesign

Client: Washington Military Department

Contact: Yelena Semenova (yelena.semenova@des.wa.gov / 360.507.1003)

MACC Estimate: \$5.4M; Final Cost: N/A (planning only)



The Anacortes Readiness Center predesign identified areas to receive significant renovation (purple) and a new classroom/storage wing (yellow). The Assembly Hall and administrative wing are depicted in white.

Relevance to Building 34:

- **Demonstrates rapid assessment of critical project issues with creative response.**
- **Renovation of existing readiness center facility.**

While limited to predesign services only, our work at Anacortes illustrates our ability to rapidly and creatively respond under deadline pressures. Completed in just six weeks, the predesign identified facility deficiencies, quantified the work likely necessary for their resolution, and prioritized this work to fit within available funding. Similar to the Snohomish Readiness Center (previous page), Anacortes houses far more soldiers than it was designed to support, some functions are insufficient or simply absent, and it suffers from age-related design issues and systems deficiencies, all of which combine to make it difficult to support the technology-driven training of the modern soldier and general public access. Our pre-design proposed restoring some functions to the main facility, entirely replacing the restrooms, improving accessibility, and introducing an addition with three technology-rich classrooms and expanded unit storage space. Due to budget limitations we projected that the Assembly Hall and administrative wing could only receive peripheral improvements.

Anacortes offers challenges unique to its original construction. Specifically, the stepped nature of the building produced ADA constraints difficult to resolve gracefully without significant intervention.

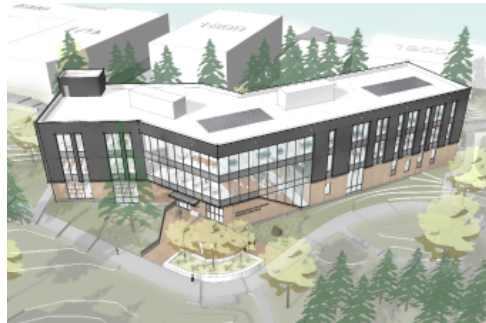
STE(A)M Education Center

Client: Shoreline Community College

Contact: Colin Bott (colin.bott@des.wa.gov / 360.790.5091)

MACC Estimate: \$30.9M

To Be Bid Fall 2023



Relevance to Building 34:

- **Music facility**
- **Construction on active campus**

This facility, to be publicly bid for construction in Fall 2023, will be a new instructional facility to replace existing Building 800, Building 2200, and Building 2300 on the Shoreline Community College campus. At 41,500 gsf and three stories, the STE(A) M Education Center will house programs associated with Shoreline’s Nursing, Music, Music Technology, and Math programs. Work includes construction of classrooms and labs, faculty offices, a performance space, informal spaces shared by all programs, and building service functions. Site development includes relocation of existing utilities, stormwater management improvements, new landscaping and hardscaping, and site restoration at locations of demolished buildings.

The building is vertically organized with music and music technology on the ground floor; shared resources, math classrooms, nursing & music offices, and music teaching spaces on the second floor; and the nursing program on the third floor. An informal performance space is a shared building amenity and spans from the ground floor lobby up to a student lounge on level two. Student break out spaces occur on each floor, with student and faculty lounges and print centers on the second floor.

The STE(A)M Education Center reflects our ability to execute a major capital project within an active environment without compromising ongoing operations. It also demonstrates our technical ability to design music and music technology spaces - with their significant acoustic control requirements - within a multi-use facility.

Thurston County Readiness Center

Client: Washington Military Department

Contact: Yelena Semenova (yelena.semenova@des.wa.gov / 360.507.1003)

MACC Estimate: \$38.1M; Final Cost: \$37.2M



Relevance to Building 34:

- **Reflects current readiness center planning and design guidelines**
- **Contains similar functions**
- **LEED certification**
- **Understanding of federal/state design criteria and regulations**
- **Robust building envelope**
- **Efficient MEP systems**

This recently completed readiness center represents our ability to design an efficient, supportive, and easy-to-maintain environment serving both military and public access needs. It provides classrooms, offices, training environments, unit and personal equipment storage, fitness facilities, as well as a central assembly hall supported by a full institutional kitchen. It was designed to the latest force protection criteria including a blast-rated envelope, active shooter mitigation at first floor openings, and unobstrusive site stand-off devices.

The size of the building and its program functions housed were derived from National Guard Bureau facilities allowances (ref. NG PAM 145-12) which called for an 84,638 gsf readiness center facility. Home to the 2nd Battalion, 146th Field Artillery, the building layout optimizes circulation pathways, admits abundant daylight, and has an efficient VRF HVAC system. Permeable pavements and rain gardens effectively manage stormwater through infiltration without any need for a storm sewer system.

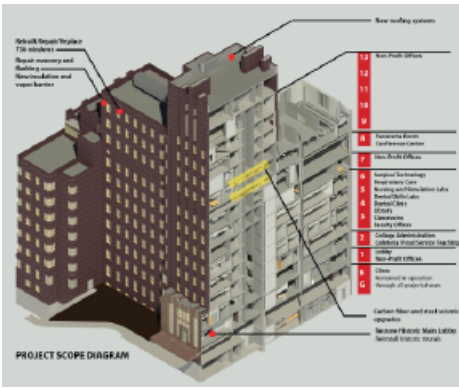
The TCRC received LEED Gold certification.

In addition to the Thurston County Readiness Center, Starling Whitehead & Lux Architects has had the good fortune to complete four additional new readiness centers for the WMD, at Yakima (2), Bremerton, and Joint Base Lewis McChord. Each of these facilities - ranging in size from 25,000 to 101,000 gsf - respond to the design criteria then in effect as well as local circumstance. All include pre-engineered metal support buildings and associated site development.



Pacific Tower Renovation

Client: Washington Department of Commerce / Seattle Central College
Contact: Lincoln Ferris (lincoln.ferris@seattlecolleges.edu / 425.766.7346)
MACC Estimate: \$34.5M; Final Cost: \$34.5M



Relevance to Snohomish Readiness Center:

- Interior renovations/tenant improvements
- Public dental clinic
- Exterior envelope improvements
- Seismic strengthening
- New MEP equipment
- Accessibility upgrades
- LEED certification



Early in 2013 the Seattle College District was asked by the state legislature for input regarding possible creation of a new Allied Health Center in the Pacific Tower, an iconic Seattle landmark. While a preliminary programming and concept response typically would involve extensive meetings with faculty and administration and take months to complete, the district needed to respond within weeks. Due to our having recently completed new health education buildings of a similar scale and scope, the district enlisted our help to develop an initial list of academic, lab, and support spaces that could serve 300-FTE and to develop “test-to-fit” concept diagrams organizing the space over several floors.



Subsequent to that study, the WA Department of Commerce engaged our team to conduct an investigation of the core and shell of Pacific Tower as part of their due-diligence in preparation for entering a long-term lease. Using the State Lease Standards as our guide, our team evaluated all building elements including code compliance as well as determined the expected service life of major equipment. Our recommendations identified corrections of deficiencies (including systems improvements) totaling \$3.4 million. We also identified mid- and far-term improvements and O&M costs over the expected 30-year life of the lease.

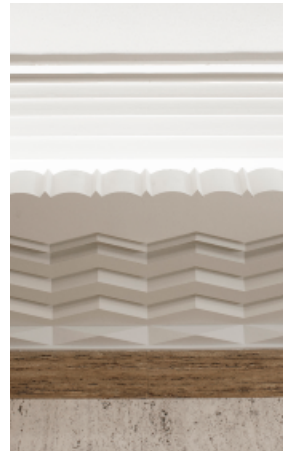


Ultimately, we were selected by Commerce as architect for not just the college’s spaces but for the remaining 120,000 gross square feet of space in Commerce’s lease. Our scope included improvements to the historic building’s envelope (including over 700 windows), minor through major tenant improvements for 12 discrete organizations, seismic upgrades including steel and carbon fiber drag struts, MEP and access control improvements, and integration of an independent ESCO (Energy Services Company) contract. The City of Seattle determined the project to be a substantial alteration, requiring key building elements be upgraded to current codes.

Our selection was based on our existing knowledge of the building and programs, and our commitment to locating our full team within the building for the duration of the project. First tenants moved into completed spaces within five months of our NTP.



From top: Scope diagram for proposed work on 14 building floors; typical interior space following selective demolition and hazardous materials abatement; analysis of exterior envelope construction and condition; historic south elevation, renovated common space, typical tenant improvement.



Clockwise from top left: Public dental clinic, dental education lab, nursing classroom/lab, original plaster detailing in historic lobby, hospital simulation lab, modern materials used to reference historic elements.

Center for Allied Health Education

Client: Bates Technical College

Contact: Charlene Wilson (charlene@cwcpm.com / 206.255.9113)

MADCC Estimate: \$34.7M; Final Cost: \$37.4M



Relevance to Building 34:

- **Includes public health clinics (occupational therapy and dental)**
- **Construction on active campus**

The Center for Allied Health Education, when it opened in Fall 2021, was the first new building on the Bates Technical College Downtown Campus in nearly 60 years. It supports all healthcare programs offered by the college and program-affiliated health clinics offering occupational therapy and dental services. Starling Whitehead & Lux Architects teamed with The Walsh Group on the Center for Allied Health Education, Washington's first purely academic progressive design-build project. For this project The Estimé Group served as healthcare education planner.

As a first task Starling Whitehead & Lux Architects led the predesign effort, facilitating programming workshops with representatives of Bates' Practical Nursing, Nursing Assistant, Dental Assisting, Dental Laboratory Technician, Denturist, Hearing Aid Specialist, Medical Assistant (AMA/CMA), Occupational Therapy Assistant, Phlebotomy, and Simulation Operation Technician programs. The latter program is housed in an extensive simulation suite containing exam and hospital room mockups with associated control rooms, medication dispensing equipment, a mock reception/office space, and debrief facilities. In addition to allied health classrooms and skills development labs, the building has a multi-purpose science lab equipped for Anatomy & Physiology, Chemistry, and Microbiology instruction, including preparation and storage facilities and a digital cadaver lab. The pre-design effort was completed in seven weeks.

The four-story building floats over a parking level which serves patients of Bates' public health clinics and provides preferential parking for bike commuters and charging stations for electric vehicles. The structural grid was established by the parking layout, with modifications made on subsequent floors to accommodate academic space requirements. Of critical importance to the college, the facility has only negligible impact on Downtown Campus parking capacity while adding 65,000 gsf of modern academic space.

Due to its educational mission and public clinics, the design supports HIPAA patient privacy requirements. The facility is LEED v4 Silver certified.





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