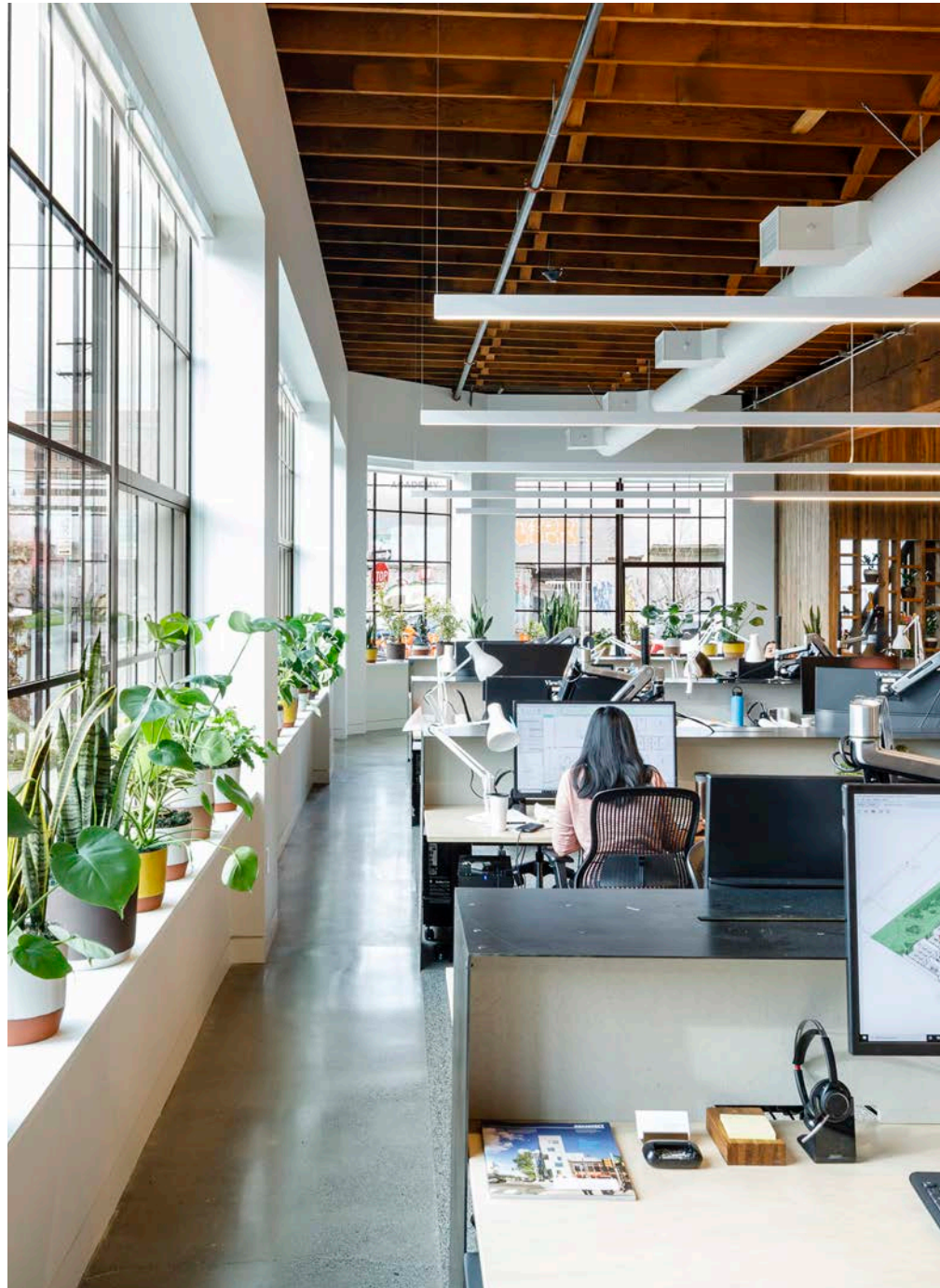




RFQ NUMBER 2020-01 / PROPOSAL

RUCKER BUILDING REMODEL SPACE LAYOUT AND COST ESTIMATING
SNOHOMISH HEALTH DISTRICT | EVERETT, WASHINGTON

07 JULY 2020





07 July 2020

Snohomish Health District
3020 Rucker Avenue
Everett, WA 98201

Dear Ms. Spence and Members of the Selection Committee:

It is with great enthusiasm that Mahlum submits the following qualifications for your consideration. We sincerely believe that our depth of experience renovating existing facilities to create healthful environments positions us as a strategic partner to join Snohomish Health District in creating a comprehensive function and needs assessment and space layout for your Rucker Building. We believe that together we can define a path for revitalization that will enable the District to evolve to meet the challenges of delivering community health.

RECENT RELEVANT EXPERIENCE

Our proposed team has spent the past three years partnered with health providers on these same endeavors - transforming administrative space into collaborative environments that support core missions of delivering community health. Engaging these partners in our highly collaborative and participatory planning and design process has resulted in new ways to think about space and the creation of activity-based work environments that flex to meet the different demands of modern work life. In our work with Northwest Kidney Centers, we developed a program to co-locate some 150 staff including 22 clinical administrative departments, a dedicated dialysis clinic and warehouse/logistics functions into a dynamic work environment crafted to provide clear departmental wayfinding, enhance collaboration, provide ample access to natural light and views, and impart staff with dignity and pride in the organization. We look forward to bringing this same expertise in design and change management to lead your planning for the future of the Rucker Building.

Established in 1938, and deeply rooted in the Pacific Northwest, Mahlum brings more than 80 years of collaboration with health clients throughout the region. Our commitment to creating healthy and enduring communities inspires us to seek work that serves the whole rather than the individual and we take great pride in supporting partners like Snohomish Health District who are vested in furthering the public good. We are inspired by your entrepreneurial commitment to re-purpose existing resources to build a new future that is both environmentally and financially sustainable. Engaging your task force in our rigorously collaborative design process will deliver exceptional solutions that enhance performance through thoughtful planning.

We have reviewed your proposed timeline, targeting completion of the space planning process by the end of the year 2020 and have found this to be an aggressive, but achievable schedule. In the pages that follow, we have detailed our proposed workplan and look forward to refining it with you to ensure all needs are met.

CAPACITY AND COMMITMENT

With offices in Seattle and Portland, Mahlum holds the collective knowledge and resources of a 98-person planning, architecture and interiors firm. Our dedicated team is supported by the capacity and commitment to design excellence of these professionals. We have the resources, personnel and expertise to successfully join your team of professionals committed to advancing the health of the Snohomish County and ensuring financial viability of the District. We are thrilled by the opportunity to join you in your long commitment to the people of Snohomish County. It is with sincere commitment to your success that we submit this statement of qualifications and look forward to speaking further.

Sincerely,

A handwritten signature in black ink, appearing to read "PJ Bauser".

PJ Bauser, LEED AP Principal
Mahlum Architects, Inc.
(206) 441-4151
pjbauser@mahlum.com



Table of Contents

01. Letter of Interest	i
02. Table of Contents	ii
03. Proposal Acknowledgment/ Amendments:	iii
04. Identifications of Confidential, Proprietary Commercial Information or Trade Secrets	1
05. Personnel and Technical Qualifications	2
06. References	14
07. Subcontracting	15
08. Required Forms/ Additional Information	iv



ATTACHMENT A:

PROPOSAL ACKNOWLEDGMENT

Business Firm's Typed Name: Mahlum ArchitectsName and Title of Person
Authorized to Sign Proposal: PJ Bauser, AIA LEED AP, PrincipalSignature:  Date: 7 July 2020Corporate Attestation or SEAL hereSignature:  Date: 7 July 2020
(Corporate officer other than above)Name and Title of Person
Attesting to Authorized Signature: Kurt Haapala, AIA LEED AP, Partner

NAME AND SIGNATURE REQUIREMENTS FOR PROPOSALS AND CONTRACTS

The correct legal business name of the respondent must be used in all contracts. A trade name (i.e., a shortened or different name under which the firm does business) should not be used when the legal name is different.

Corporations must have names that comply with State Law. The respondent's signature must conform to the following:

- Where the respondent is a corporation, a corporate seal is required.
- Where the respondent is a partnership, at least one general partner must sign.
- Where the respondent is a sole proprietor, the owner of the company must sign.

ACKNOWLEDGMENT OF SOLICITATION AMENDMENTS

Please note, that it is the respondent's responsibility to check the District's website frequently for Addendums, which may impact pricing, this documents requirements, terms and/or conditions. Failure to sign and return an Addendum with your response may result in disqualification of proposal.

The respondent acknowledges receipt of the following amendment(s) to the solicitation:

Amendment Number/Date: No. 1 / 23 June 2020

Amendment Number/Date: No. 2 / 29 June 2020

Amendment Number/Date:

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.



IMAGE:
Planning Session

SECTION 04

CONFIDENTIAL, PROPRIETARY COMMERCIAL INFORMATION OR TRADE SECRETS

Mahlum has no confidential, proprietary commercial information or trade secrets contained within the proposal. Additionally, no confidential financial information has been included.

SNOHOMISH HEALTH DISTRICT

MAHLUM TEAM MEMBERS



PJ Bauser
AIA LEED AP
Principal-in-Charge



Jennifer Lubin
AIA
Planner / Programmer



Kari Heus
IIDA LEED AP
Interior Designer

SUBCONSULTANT | RLB



Scott Usher
Cost Consultant

SECTION 05

PERSONNEL AND TECHNICAL QUALIFICATIONS

The individual team members proposed for this project were chosen for their expertise, as well as their availability to see your project through its successful completion.

Above is an organizational chart outlining our team for your project. We believe that a simple organizational structure and continuity of team member participation is critical. Your Rucker Building remodel will benefit from the direct and continual participation of PJ Bauser, an expert in Healthcare and Administration Facilities and Jennifer Lubin, a skilled planner. Together, PJ and Jennifer will be responsible for collection and analysis of data, and for facilitation of all planning committee meetings. Kari Heus will lead interior space planning, assisting PJ and Jennifer in translating data and analysis into effective spatial plans.

PJ Bauser will serve as your project manager and main point of contact, and will keep the project running smoothly and on track with your schedule and budget.

Our proposed subconsultant, RLB will provide cost estimating services in order to establish reliable construction budgets for the re-purposing of the Rucker Building. Further information about RLB can be found in Section 7, on page 15.

PJ BAUSER, AIA LEED AP
Principal-in-Charge

PJ will oversee major decisions for the project, facilitate user engagement and task force meetings and support the team to ensure the appropriate resources are committed to your project. He will deploy his experience developing activity-based work environments and participation in weekly firm-wide staffing meetings to ensure that our commitment to you in terms of staff, time and energy is realized, and that adjustments to project requirements be made in real time.

JENNIFER LUBIN, AIA
Planner / Programmer

As Planner / Programmer, Jennifer will use her broad knowledge in programming and planning to develop innovative and unique solutions for the Rucker Building. She will work directly with you to understand and communicate your facility needs during the service and needs assessment.

KARI HEUS, IIDA LEED AP
Interior Designer

Kari will serve as your Interior Designer for this project. She will work closely with the design team to develop the administrative planning options including interior space plans, lighting strategies and workspace layouts that maximize internal productivity and monetization of leaseable areas.

PJ Bauser, AIA, LEED AP

Principal-in-Charge

Our built environment is incredibly determinant of health outcomes in our communities. I'm passionate about partnering with committed leaders in community health to plan and design environments that not only improve productivity, but restore health and ensure long-term financial sustainability.



RELEVANT EXPERIENCE

Administration Building
St. Charles Health System

Kidney Dialysis Clinic and Administrative Pavilion, Burien
Northwest Kidney Center

Healthcare Facilities MasterPlan
Samaritan Healthcare

2West and 6Tower Remodels
Asante Health System

Clinic Lobby Renovation
Samaritan Healthcare

Telluride Medical Center Master Plan
Telluride Hospital District

St. Elizabeth Hospital
Franciscan Enumclaw Regional Hospital

3rd Floor Observation Unit
Franciscan Enumclaw Regional Hospital

Master Plan
Kittitas Valley Healthcare

Auburn, Tacoma General and Inpatient Pharmacies
MultiCare

NICU Feasibility Study
Oregon Health & Science University

Kidney Dialysis Clinics, Auburn, Bellevue, Issaquah, Rainier Beach, Renton, Scribner, and SeaTac Station
Northwest Kidney Center

Cardiac Intensive Care Unit Renovation & Expansion
Providence Sacred Heart Medical Center

Pediatric Emergency Department
Providence Sacred Heart Medical Center

Peace Island Medical Center
PeaceHealth

Providence Medical Park Spokane Valley
Providence Sacred Heart Medical Center

Pediatric Emergency Department
Providence Sacred Heart Medical Center

7SE Oncology Unit Renovation
University of Washington Medical Center

Harborview PACU Expansion
University of Washington Medical Center

Materials Management Renovation
University of Washington Medical Center

Radiology Outpatient Prep/Hold/Recovery
University of Washington Medical Center

Ultrasound Relocation
University of Washington Medical Center

PJ BAUSER has more than a decade of professional architectural experience. As one of Mahlum's healthcare leaders, he brings a deep knowledge of healthcare design principles and a passion for affecting population health through thoughtful design of the built environment, including recent work with regional health providers in planning and designing new administrative support facilities. PJ's organizational leadership, facilitation skills and deep understanding of both design and construction delivery methods will lead a design team intent on delivering transformational projects to Snohomish Health District.

EDUCATION & REGISTRATIONS

PJ holds a Bachelor of Science in Architecture and Masters of Architecture from the University of Cincinnati College of Design, Art, Architecture. He is a registered architect in Washington. He is a LEED Accredited Professional.



EDUCATION & REGISTRATIONS

Jennifer earned her Bachelor of Architecture from the University of Kansas. She is a registered architect in Oregon.

Jennifer Lubin AIA

Planner / Programmer

Jennifer brings an evidence-based approach to planning and will ensure all recommendations are deeply rooted in robust analysis. With 25 years of architectural experience, Jennifer uses her broad knowledge in programming and planning to develop innovative and unique solutions that are specific to each project. Jennifer’s ability to translate dense analytical information into clear, concise graphics will guide and inform the Task Force in confident decision-making.

RELEVANT EXPERIENCE

Industrial Technology Center Planning
Umpqua Community College

Legacy High School, Transition Program, and Hollingsworth Academy Predesign
Evergreen Public Schools

Grant High School Modernization Predesign
Portland Public Schools

Long-Range Facilities Plan
Mercer Island School District

Long-Range Facilities Plan
Newberg School District

High School Educational Specifications & Long-Range Facilities Plan
Eugene School District

Long-Range Facilities Plan
Forest Grove School District

Long-Range Facilities Plan
North Clackamas School District

Futures Study
Beaverton School District

Master Plan Update
The International School



EDUCATION & REGISTRATIONS

Kari holds a Bachelor of Science in Interior Architecture from the University of Wisconsin, Madison, and is a LEED Accredited Professional.

Kari Heus IIDA LEED AP

Interior Designer

Kari has more than 15 years of experience as an interior designer working with healthcare and administrative facilities. In her time with Mahlum, she has helped develop spaces that both inspire and offer long-term performance, including recent work with St. Charles health System in Bend, Oregon to plan and program a new three-story health administration facility. Using nature as inspiration, Kari will create an inviting and comforting atmosphere that reflects the natural flow of the architecture. A firm believer that the materials put into our facilities should not contribute to illness, Kari will lead the selection of durable, healthy materials, free from known toxins and other potential hazards.

RELEVANT EXPERIENCE

Administration Building
St. Charles Health System

Master Plan
Providence St. Mary Medical Center

HRC 9D53 Conference Room
Oregon Health & Science University

Amberglen IT Headquarters Remodel
Kaiser Foundation Health Plan

Stonemill Interior Refresh
Kaiser Permanente

Mercer Island High School Classroom Addition
Mercer Island School District

3rd Floor Renovation
Providence St. Mary Medical Center

Medical/Surgical Unit Expansion & Renovation
Providence St. Mary Medical Center

Urgent Care Remodel
The Portland Clinic

BURIEN CLINICS

NORTHWEST KIDNEY CENTERS BURIEN, WASHINGTON

The Burien Campus project builds on earlier design innovations and applies them to a new corporate campus that brings together three main programs: a 32-station dialysis clinic, a 100+ person administrative facility and a new logistics/distribution center. Conceived under the thinking that co-location will lead to collaboration, the Burien Campus incorporates 22 departments from across the Puget Sound Region into a single, centralized campus.

Driven by efficient clinical planning and programming, the plan maximizes patient visibility while still maintaining the community-sized groupings of patient stations. The clinic is organized along a continuous shared garden so that all patients are view-proximate and share in the restorative powers of nature.

This same creation of community and connection to nature was applied to the design of the second level administrative spaces. An open-office concept, the plan was carefully developed to give each individual employee a sense of dignity and autonomy in their individual work space, while providing the variety and diversity of meeting spaces to support collaborative

work. Staff work spaces ring the perimeter of the administrative floor, placing everyone near a window without giving hierarchical preference. The place of collaboration, the central core of the floor is day lit from above and composed of shared work environments that flex between active, open spaces to medium-sized conference rooms to small telephone rooms where staff can step off the floor to take a private call – each space carefully tuned to the dynamics and needs of different group sizes.

Shaping the way care will be delivered throughout the system, the Logistics Building is designed to optimize supply chain performance while simultaneously improving patient care.



Designed in concert with logistics staff and LEAN principles, the warehouse organization supports efficient movements of goods and materials to deliver the best possible care outcomes to each individual patient.

Centrally located, the Commons links all three programs together and serves as the heart of the campus. The two-story space with stadium seating connecting the floors, flexes between daily functions as a lunch and break room to impromptu meeting space to a place to host the “town hall” meetings for the entire campus.

Dynamically adapting to a variety of uses, the Commons becomes the literal manifestation of the co-location for collaboration mantra.

CLIENT INFORMATION

NORTHWEST KIDNEY CENTERS

Austin Ross

Vice President of Planning Administration

Austin.Ross@nwkidney.org

(206) 720-8505

TEAM MEMBERS

PJ Bauser: Project Manager

David Sarti: Project Designer

David Cole: Project Architect

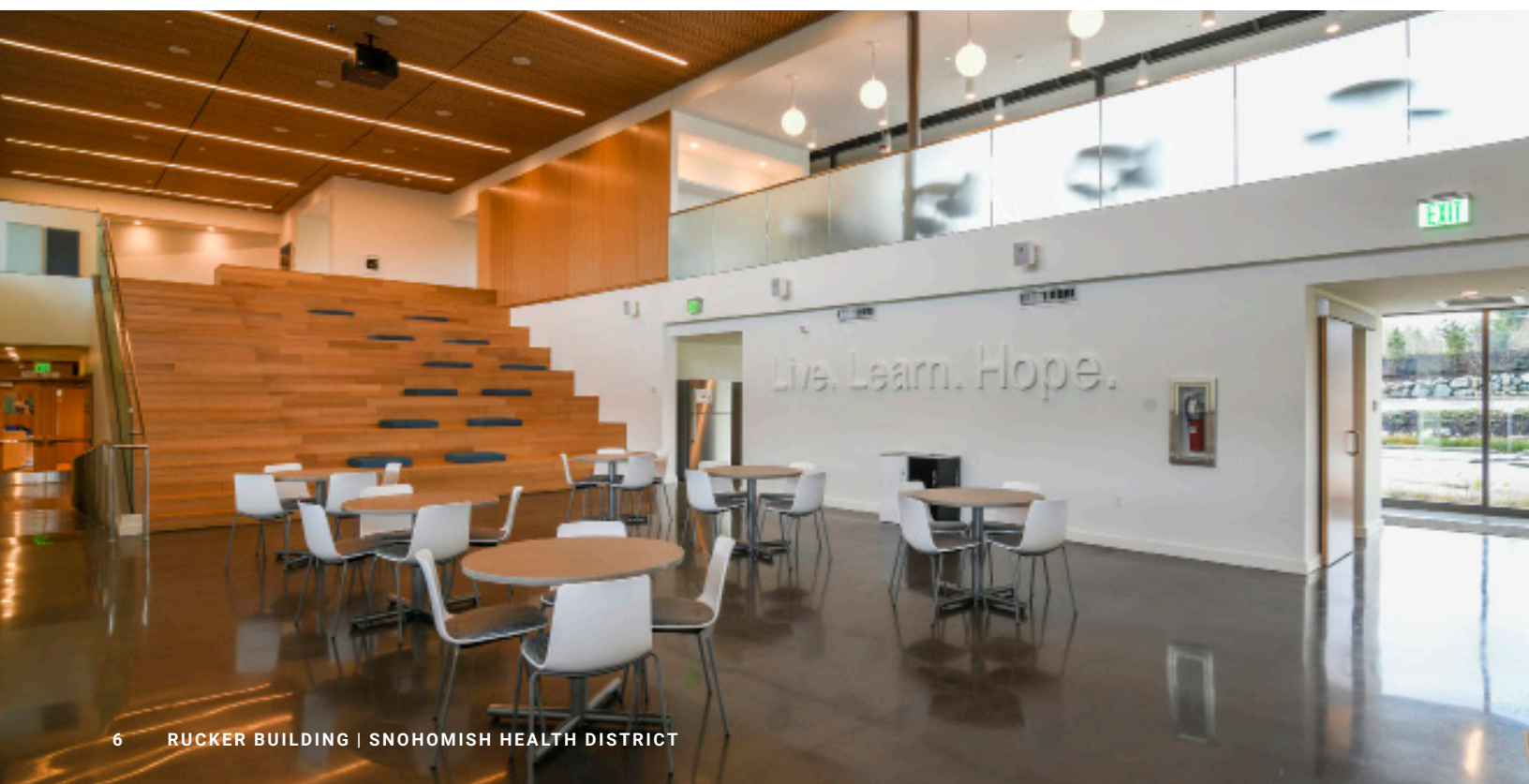
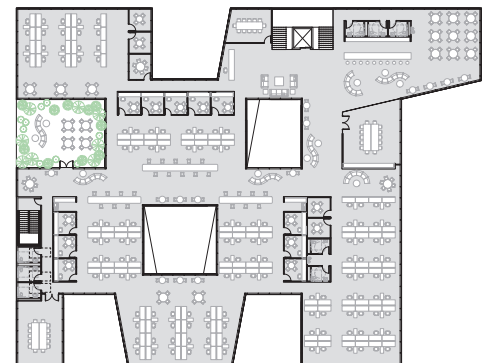
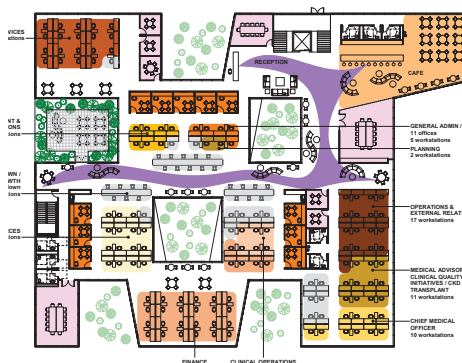
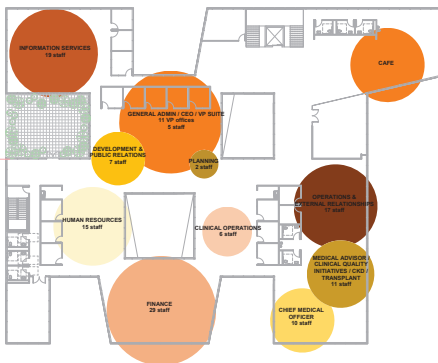
Andy Drissell: Technical Staff

RELEVANCY TO RUCKER BUILDING

- > Administrative Spaces
- > Defining clear wayfinding and separation of unique functions and departments within one facility
- > Development of activity-based work zones to enhance collaboration
- > Multi-function Commons supports daily lunch activities as well as a variety of meeting types including an all campus “town hall” of 150 people

MAHLUM'S ROLE

Architectural Planning, Programming, Design and Construction Administration



ADMINISTRATION BUILDING

ST. CHARLES HEALTH SYSTEM BEND, OREGON

With rapid growth in Central Oregon, St. Charles Health System found that its administrative staff had become distributed across a number of leased spaces throughout the region and that these spaces lacked continuity and access to the main campus. Recognizing that the inequities of these spaces was inhibiting productivity, SCHS embarked on a study to evaluate opportunities to create a better work environment for administrative staff.

The resulting new Administration Building, currently in early schematic design, will co-locate 28 departments into a single 90,000 square footage, three-story building on the periphery of the main hospital campus. Specifically tailored to the unique working needs of administrative and training staff, the building is efficiently planned to support the diversity of work activities including: heads-down solo work, small ad hoc meeting spaces, flexible collaboration spaces and community amenities that promote inter-departmental collaboration and innovation.

Development is now underway to adapt the planning to accommodate shifting trends in the workplace brought about by the COVID-19 pandemic.

CLIENT INFORMATION

ST. CHARLES HEALTH SYSTEM

Rhonda Johnson PMP, CSM
Senior Project Manager
RKJohnson@Stcharleshealthcare.org
(503) 804-3574

TEAM MEMBERS

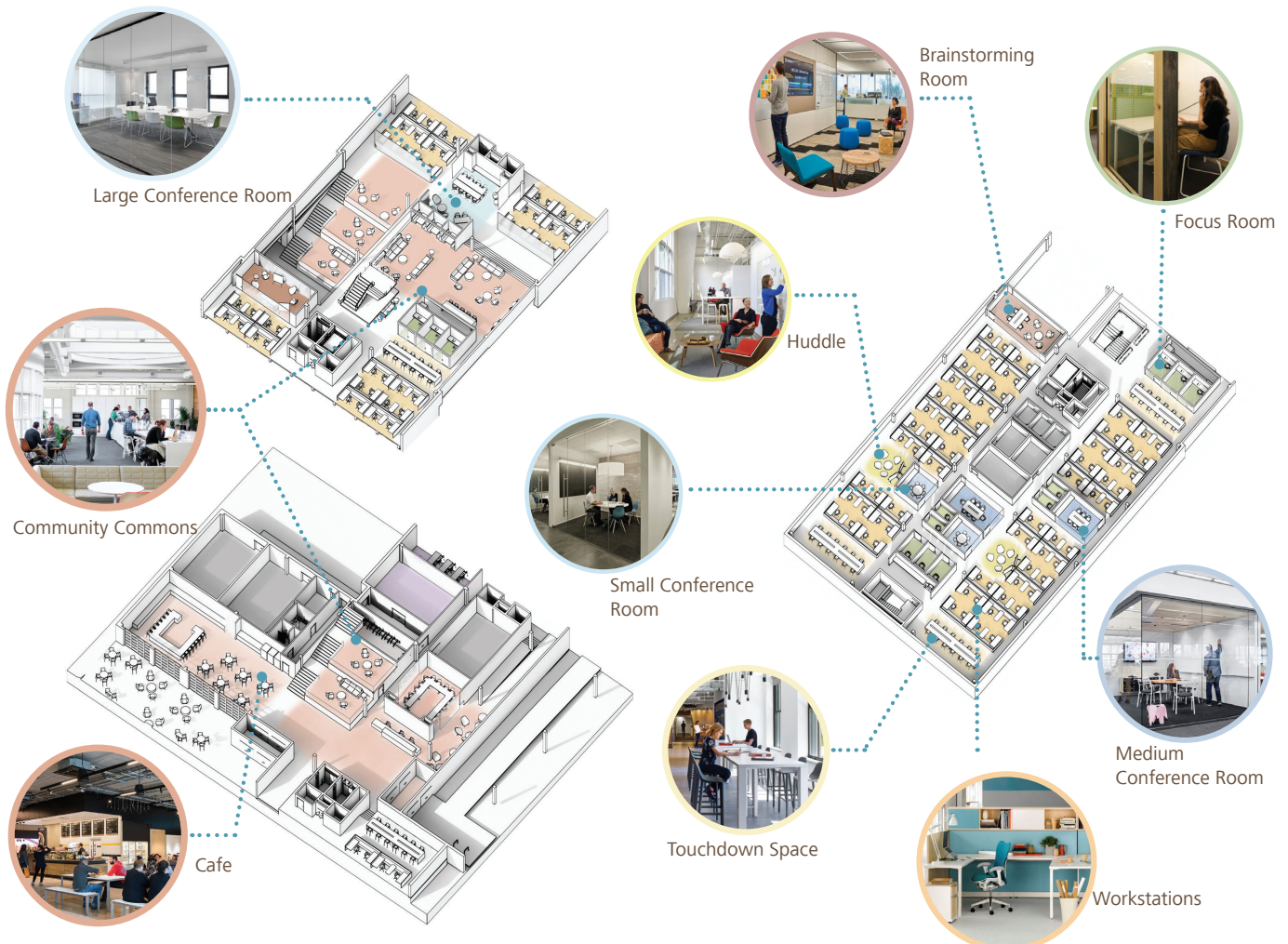
PJ Bauser: User Engagement
David Perzik: Project Manager
David Sarti: Project Designer
David Cole: Project Architect
Kari Heus: Interiors

RELEVANCY TO RUCKER BUILDING

- > Co-location of administration providers and public training services into one facility
- > Activity-based workplace planning

MAHLUM'S ROLE

Architectural Planning and Design



LEGACY HIGH SCHOOL, TRANSITION PROGRAM AND HOLLINGSWORTH ACADEMY PREDESIGN

**EVERGREEN PUBLIC SCHOOLS
VANCOUVER, WASHINGTON**

With the passing of its 2018 bond, Evergreen Public Schools conceptualized a new Alternative Learning Campus that could co-locate three programs currently housed in sub standard spaces, to take advantage of shared resources and educational synergies in facilities purpose-built to serve these learners. The project provides 64,000 square feet of building area to serve 320 students

in the alternative high school, transition, and therapeutic day school programs. The predesign phase included visioning, program development, site concepts, budget, and schedule. It defined the aspirational, functional, spatial, and environmental requirements for the facilities.

Working with both a District leadership team and a 30-member advisory committee, a series of planning meetings were conducted over four months. The predesign effort was an interactive process that included quantifying existing program areas and functions, identifying program goals and needs at both district and individual program levels, prioritizing needs to align with the District budget, and developing preliminary site layout options.

Engagement strategies were implemented to provide information and garner both qualitative and quantitative input from a wide variety of constituents. Interactive tools included visual listening, brainstorming, focus-group interviews, spectrum voting, adjacency diagramming, and plan testing. Planning information was synthesized and refined into project goals, design themes, program needs and relationships, and preliminary site concepts, providing a solid foundation for future design phases. The resulting building, with a simple natural material palette, well-balanced daylight, and clear layout, is designed to foster deep relationships between students and staff, maximize students' connection to nature, spark excitement, and help students thrive.



CLIENT INFORMATION

EVERGREEN PUBLIC SCHOOLS

Sue Steinbrenner
Executive Director of Facilities
Evergreen Public Schools
Susan.Steinbrenner@evergreenps.org
(360) 604-4077

TEAM MEMBERS

LeRoy Landers: Principal-in-Charge
David Mount: Planning Principal
Alyssa Leeviraphan: Project Manager
Rene Berndt: Project Designer
Jennifer Lubin: Project Planner
Rachel Auerbach: Project Architect

RELEVANCY TO RUCKER BUILDING

- > Detailed programming effort for multiple programs, including a range of functions, such as offices, meeting rooms, labs, and classrooms
- > Similar project size (64,000 GSF)
- > Similar project duration (four-month predesign phase)
- > Development of existing building inventories
- > Will achieve WSSP (Washington Sustainable Schools Protocol) certification

MAHLUM'S ROLE

Architectural Programming, Planning and Predesign



INDUSTRIAL TECHNOLOGY CENTER PLANNING

UMPQUA COMMUNITY COLLEGE ROSEBURG, OREGON

Umpqua Community College partnered with Mahlum Architects to begin the process of planning and programming a new Industrial Technology Center (ITC) to support the academic, workforce training, and apprenticeship needs of the College. The ITC will realize UCC's vision of synergizing industrial and technical programs and capitalize on the strong connections between the programs, allowing for increased student and faculty collaboration.

In addition, other related programs will remain and expand within their existing facilities, building upon existing campus assets and allowing these programs to grow and evolve over time.

The planning process began with an interactive visioning exercise with campus stakeholders to determine project goals and priorities, as well as focus group interviews with each department to determine specific programmatic needs and aspirations. After developing a detailed existing program for the two existing campus buildings that housed technology programs, the team began exploring ways to accommodate the expansion of programs within the two existing buildings and a new facility, utilizing numeric

programs, space plan diagrams, and rough-order-of-magnitude cost studies.

The resulting design for the new Industrial Technology Center is a celebration of the manufacturing process, illustrated through the learning spaces of the building. The ITC is designed around efficiency of space, energy, and cost. Utilizing a cost-efficient pre-engineered structural system, open areas allow for ample and safe workspaces. Upper window monitors flood the high bay areas with natural light, minimizing energy use. Through its simple form and materials, the facility emulates real-world facilities and provides a professional atmosphere that students entering the workforce will experience.



CLIENT INFORMATION

UMPQUA COMMUNITY COLLEGE

Jess Miller

Director of Facilities and Security

jess.miller@umpqua.edu

(541) 440-4698

Deb Thatcher

President

debra.thatcher@umpqua.edu

(541) 440-7648

TEAM MEMBERS

LeRoy Landers: Principal-In-Charge

Beth Brett: Project Manager

Brad Iest: Project Designer

Jennifer Lubin: Project Planner

Jeremy Rear: Project Architect

RELEVANCY TO RUCKER BUILDING

- > Detailed programming and planning for multiple departments within each building, including a range of functions, such as offices, meeting rooms, labs, and classrooms
- > Space planning
- > Cost estimating
- > Development of existing building inventories and reuse of existing buildings

MAHLUM'S ROLE

Architectural Programming,
Planning and Predesign



PROJECT SCHEDULE

PHASE 1: SERVICE & NEEDS ASSESSMENT
PHASE 2: SPACE LAYOUT
PHASE 3: COST ESTIMATING
DOCUMENTATION

AWARD / CONTRACT / SCHEDULE
INFORMATION GATHERING & ANALYSIS
COST ESTIMATING

MEETING 1: KICK-OFF / VISIONING
 BUILDING INVENTORY & EXISTING PROGRAM
 FOCUS GROUP INTERVIEWS
 DEVELOP PRELIMINARY PROPOSED PROGRAM

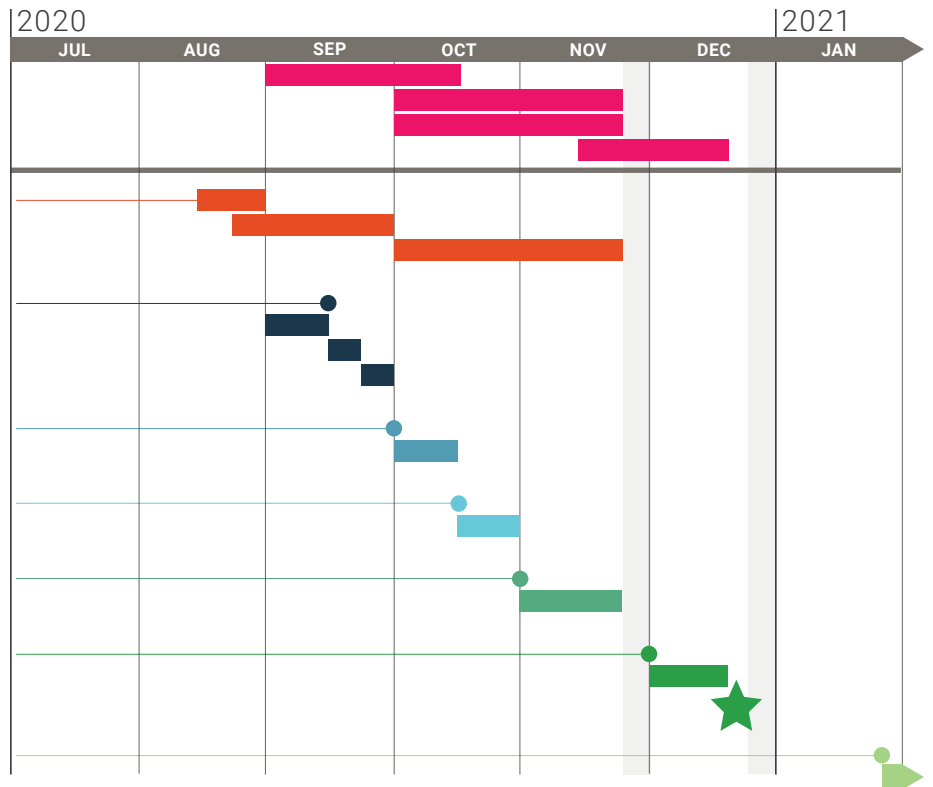
MEETING 2: PROGRAM
 REVISE PROGRAM / PRELIMINARY LAYOUT

MEETING 3: FINAL PROGRAM / PRELIM. LAYOUT
 REVISE CONCEPTUAL LAYOUT

MEETING 4: FINAL LAYOUT / COST
 OFFICE LAYOUT / COST

MEETING 5: FINAL PRESENTATION
 FINAL REVISIONS
 DELIVER FINAL PACKAGE

BEGIN DESIGN PROCESS



B. DESCRIPTION OF RELATED EXPERIENCE

FIRM'S ABILITY TO COMPLETE WORK UNDER A SHORT TIMELINE

Mahlum is committed to completing projects within the established timeframe and to the highest level of quality on every project. Our knowledge and extensive planning experience ensures that we know what steps need to occur to complete a comprehensive function and needs assessment and space plan for the Rucker Building. We understand the amount of time it will take to complete these steps and have a wide variety of methods and tools to successfully and efficiently accomplish the work at hand. We also know from experience that there may be unforeseen issues that arise during the planning process and we are prepared to nimbly adjust to accommodate these situations as needed.

We implement the following strategies on all planning projects, which will ensure that the Rucker Building planning work can be accomplished within a short timeline:

Develop a comprehensive and detailed schedule that defines all milestones, meetings, and deliverables at the start of the project.

Clearly defining the process provides a roadmap and a common understanding

for the entire team, identifies targets and deadlines, sets clear expectations, and keeps the team on track.

Establish a clearly defined channel of communication between the Task Force, project leadership and the project team.

Clear and frequent communication provides the ability to deal with any issues in a timely manner to maintain the schedule and ensures that the District's needs are being met at all times.

Create a realistic scope of work.

Understanding the time constraints means that we can develop a set of tasks that can be realistically accomplished within the allocated timeframe. We propose using a streamlined planning process, combined with frequent feedback from the Task Force and project leadership, to create a successful plan for the Rucker Building.

PROPOSED PROCESS

The following proposed timeline illustrates a path to accomplishing the work within the allocated timeframe, based on the information provided in the RFQ. It can be modified as needed, based on your input and our deeper understanding of the project, prior to starting the planning work.

PHASE 1: SERVICES AND NEEDS ASSESSMENT

Establishing the Vision

Mahlum believes that establishing clear objectives, priorities, and aspirations is the first step in any successful planning process. Establishing a shared vision will encourage participants to think "outside of the box," explore planning in a more global context, and consider the role of the Rucker Building in the long-term goals of the District. Additionally, this step provides a valuable opportunity to build consensus among the stakeholders who share the facility. In this way, the goals and values your Task Force and project leadership identify and prioritize will become touchstones against which all subsequent discussion and decision-making will be measured.

Information Gathering and Analysis

In order to understand the District's guidelines, functions, and standards, Mahlum will gather and review existing documentation for the existing building, operations, and programs, as well as any additional data that will influence plan development. First-hand research into the unique conditions and challenges present in the building will inform our work and



IMAGE:
Adjacency Planning Exercise
NW Kidney Center, Burien

help establish clear planning parameters and priorities. Once all information has been assembled, Mahlum will analyze it to determine implications for plan development. Relevant data will then be translated into a series of graphics illustrations intended to express critical plan considerations.

Assessment & Program Development

Mahlum will conduct a comprehensive inventory of the Rucker Building's existing conditions and develop an existing and proposed space program in order to identify existing deficiencies and quantify additional spaces that are needed. This will be accomplished by working closely with SHD leadership and departmental user groups, referencing typical program area standards, and aligning with an established scope based on available funding. Given current restrictions and concerns around the ongoing COVID-19 pandemic, we will work closely with your team to perform these assessments in a safe and responsible manner and to utilize virtual technologies to the greatest extent possible.

Focus group interviews with key stakeholders are essential to understand both objective and subjective attitudes toward present shortcomings and future needs. We will come together to collectively discuss issues that fundamentally affect the building layout, including

current activities, desired utilization and adjacencies, and projected needs, with a goal to arrive at a program that synthesizes current space program needs and anticipated future program goals. We are skilled in facilitating these sessions, both in person and through virtual media, tailored to create engaging and collaborative platforms that maximize participation.

The services and needs assessment will provide a comprehensive space program that identifies existing and proposed detailed space requirements for each employee type and department, all other specialized and support areas in the building, and potential tenant spaces and amenities. In addition, narrative descriptions and adjacency diagrams will be provided for each department.

PHASE II: SPACE LAYOUT

With clear goals and program parameters set, the team can begin conceptual space planning. This phase involves the development and evaluation of alternative planning ideas, driven by the needs, objectives, and vision identified in the previous work. Multiple space layout approaches will be developed and presented to the Task Force and project leadership for review, comment and discussion.

Planning considerations will include efficient use of space, functional

departmental operations, wayfinding, access to daylight, creating a sense of community, separation between public and office functions, access to shared amenities, and maximizing leaseable area, as well as many other issues.

The space layout phase will result in an approved conceptual space layout for the building, including a phased implementation plan for the remodel work. Detailed office space layouts will also be developed, in alignment with the overall building plan.

PHASE III: COST ESTIMATE

Working with the Task Force and project leadership, we will develop and present a cost model of the planning scheme as an essential part of managing project scope and quality to assure that the Rucker Building plan is consistent with the resources available to construct the final facilities.

We will establish rough, order of magnitude cost models to test against the budget that SHD has established for the facility. Our team includes RLB, a skilled cost estimator with proven experience in facility space planning. Current and recent bids for projects of similar scope will be used to gauge costs and provide comparison.

FIRM'S APPROACH TO DEALING WITH AND COMMUNICATING WITH PUBLIC OFFICIALS ABOUT COMPLEX, ANALYTICAL DATA REGARDING FACILITY PLANNING

DATA VISUALIZATION

Focus on the 'big picture.'

We distill complex information in a concise way that can be easily and rapidly understood by a variety of stakeholders, without getting bogged down in the details. Key issues, themes, and questions are clearly defined and summarized, with all the detail to back it up also documented and available.

Use a wide variety of tools and methods to communicate.

We draw on our extensive library of tools and experience, while always tailoring each tool to the specific needs of the task at hand and creating new tools and systems as needed. People understand information in different ways, so we present information graphically, as well as with numbers and narratives.

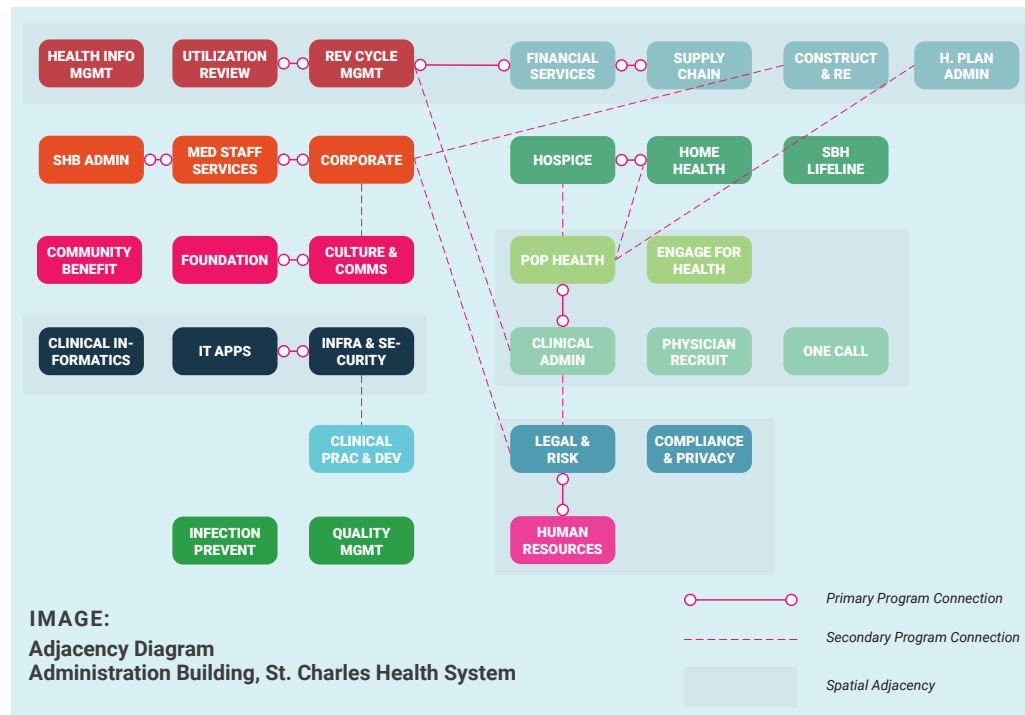
Tools that we develop to communicate during the programming process, in addition to numeric program spreadsheets, include scaled graphic programs that quantify space in a visual way, adjacency diagrams that identify key relationships between programs, and a variety of comparative charts and tables to illustrate capacity and utilization analysis. We also develop detailed plan test diagrams for key areas, to ensure that allocated square footages can accommodate the required functions in the space.

Provide clear and accessible documentation.

The final planning report will include a needs assessment documenting existing building conditions, a detailed program of all existing and proposed spaces, a conceptual space layout for the building, including detailed office layouts, and a phased implementation schedule and cost model. It will also include project vision and goals, and document the planning process. The final plan will provide an ongoing planning resource and allow the District to have a seamless transition into the schematic design phase.

ENGAGEMENT

A successful process should enable and inspire dialogue, facilitate decision-making, and build enthusiasm for the plan. It should



also be fun. We integrate creative and interactive engagement strategies into our data-driven planning process, including both high-tech and hands-on approaches. We encourage stakeholder participation within a rigorous, holistic, and tested planning process.

We propose a planning process that will include participation from stakeholders with a vested interest in the outcome of the Rucker Building plan, including staff, administrators, business partners, and jurisdictional representatives. By involving stakeholders early and throughout the planning process, we develop project results that not only express your needs, but also build broad support.

Engagement activities that enhance the planning process include goal setting and image exercises to build a cohesive vision and look to the future, focus group interviews with staff to gain first-hand insight into existing conditions and needs, spectrum exercises to address and prioritize key issues and questions, and a "pizza" exercise to understand adjacency needs, among others.

We also propose to spend time with SHD staff to understand their aspirations and needs and develop a link between that culture and the plan for facilities intended to support it. Essential points of discussion could include:

- > Understanding core functions and how facilities might enhance them
- > Illustrating how to support current program needs, while remaining flexible to accommodate constant change
- > Setting goals around functional efficiencies to be realized in the integration of activities and spaces
- > Accommodating existing and future technologies
- > Discussing opportunities to integrate sustainability goals and additional amenities for the building
- > Reconciling requirements around flexibility, durability, quality, budget, safety, energy efficiency, maintenance, and operations

RESPONSIVENESS

Developing a successful building plan hinges on a clear and deep understanding of the District's and the building users' vision, culture, and needs. Our role is to listen, learn, and translate what we discover into a tangible program and space plan that reflects your culture and meets your unique needs.

We understand the importance of good communication, and provide a consistent and frequent 'feedback loop' throughout the planning process, by presenting concise information and analysis, garnering relevant input from leadership and stakeholders, and then incorporating what we heard into the next iteration of information.



IMAGE:
Day-lit activity-based work environment
Northwest Kidney Centers, Burien Campus

OTHER RELEVANT INFORMATION

PLANNING FOR HIGH-PERFORMANCE WORK SPACES

As a team, we believe that many important sustainable strategies, when planned intentionally, can be achieved with little or no additional cost. Thinking comprehensively about “simple sustainability” will not only promote resource conservation but also enhance environmental stewardship and promote community health.

OCCUPANT PRODUCTIVITY

The most important area of focus within the workplace environment is indoor environmental quality. We will focus on creating environments that are healthy and benefit staff well-being and productivity every day. Research shows that employees have lower rates of sickness, higher productivity and overall healthier lifestyles when provided with enhanced indoor air quality, natural daylighting, and high-quality acoustics. These features are evident in all our facilities and are achieved through intentional planning that ensures there is a thoughtful consideration of the needs and experiences of the building users.

Simple strategies, including organizing the building layout so that people have access to natural light and views, pay dividends in increased performance and retention, reduced energy needs and potentially higher value leaseable spaces.

DURABLE MATERIALS

The Mahlum Materials Task Force is responsible for promoting the transparency, screening, assessment and optimization of product and material selections for all our projects, as well as, minimizing the associated impact on building occupants and the environment. Focus areas and deliverables are centered around Technical Systems & Reporting, Toolkits, Embodied Impact and Advocacy & Engagement. When selecting materials, we will prioritize those that are durable, long-lasting, and without chemicals that are harmful to building occupants.

LIFE CYCLE PERFORMANCE

As the owner and major tenant of the Rucker Building, you stand to benefit significantly from life cycle performance improvements that continues your history of decision-making with a ‘long lens’. Our early design process will be supplemented with conceptual strategies for system selection, materials and finish strategies and must consider several factors from carbon impacts, first costs, durability, and expected lifespan to optimize decision making for SHD. Therefore, our work with you will consider the following:

Programmatic efficiencies: Prioritize multiple-use and flexible-use spaces to support a variety of activity-based work environments, including appropriate furniture and technology solutions.

Operational efficiencies: Symmetrical system layout and easy access to equipment, cabling and controls for long-term maintenance and upgrades over time.

Maintenance efficiencies: Simple, elegant building organization minimizes complex material transitions and provides clean, easily maintainable conditions.

Systems efficiencies: Primary mechanical, electrical and telecommunication systems will be studied in their current locations and evaluated to minimize distribution runs from a cost and system efficiency standpoint.

Integrative delivery process: To bring all team members on board with shared goals and vision for performance.

Building occupancy considerations:

Establish guidelines for long-term ownership and tenant agreements, including consideration of energy sub-metering and centralized monitoring and display, to support building users and promote healthful behaviors.

We firmly believe that our Mahlum team is poised to partner with Snohomish Health District in charting a long-term, sustainable course for the Rucker Building that will be an exemplar environment of health in the community.

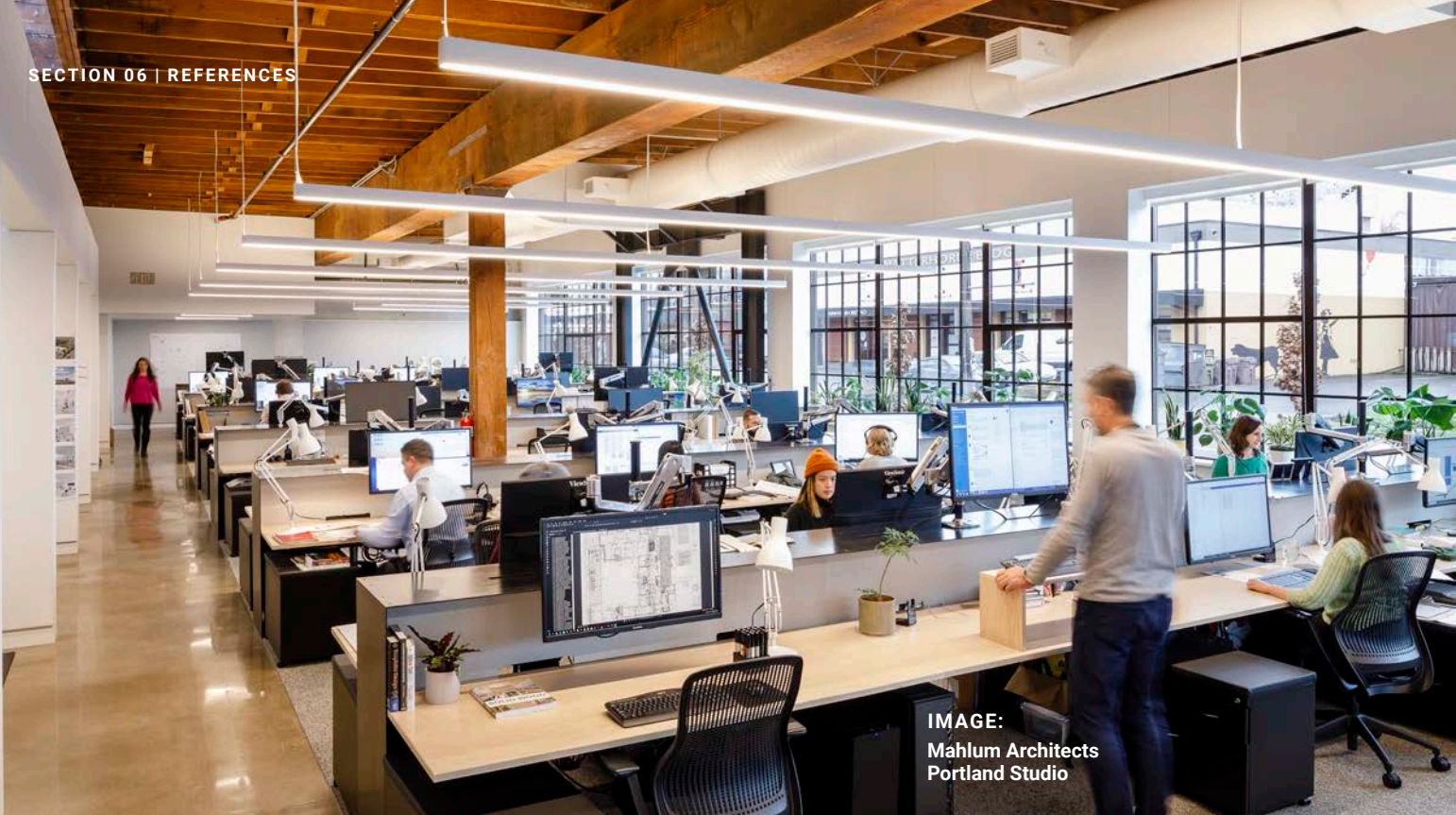


IMAGE:
Mahlum Architects
Portland Studio

SECTION 06

REFERENCES

ST. CHARLES HEALTH SYSTEM

Rhonda Johnson PMP, CSM
Senior Project Manager
RKJohnson@Stcharleshealthcare.org
(503) 804-3574

NORTHWEST KIDNEY CENTERS

Austin Ross
Vice President of Planning Administration
Austin.Ross@nwkidney.org
(206) 720-8505

SPECTRUM DEVELOPMENT SOLUTIONS

Jake McKinstry
Principal
jake@spectrumdevsolutions.com
(206) 393-8825

EVERGREEN PUBLIC SCHOOLS

Sue Steinbrenner
Executive Director of Facilities
Susan.Steinbrenner@evergreenps.org
360-604-4077

MERCER ISLAND SCHOOL DISTRICT

Brandy Fox
Capital Projects Manager
brandy@cpmseattle.com
(206) 402-5642

SECTION 07

SUBCONTRACTING

RLB, COST CONSULTANT

With a network that covers the globe and a heritage spanning over two centuries, Rider Levett Bucknall (RLB) is a leading independent organization in cost management and quantity surveying, project management and advisory services.

Our cost management philosophies are founded on the fact that a project should be “designed to a cost” with the life-cycle of the building in mind, rather than simply costing a set design and reacting to any budget overruns after the fact. Our cost management services regularly produce estimates that align to within five percent of the median average bids.

APPROACH

Design of any project is of critical importance; however, cost must advise design on how to achieve its aims within the budgets established by an owner. At the assessment level, we will review the program content and current cost limits within the established budget to confirm on an order-of-magnitude basis that the established budget is either realistic or unrealistic.

Thereafter, we can provide the Phase III Cost Estimates, of approximate costs based on current project bids for similar construction and develop construction cost estimate for the proposed plan. RLB has a proprietary database that contains hundreds of thousands of comparable projects to use as a data source.

The owners and design team would then have the option to retain RLB to perform Milestone Cost Estimates throughout the design process for both construction and soft costs. This cost management strategy will provide a baseline to allow the Snohomish Health District to make informed choices, plans and agreements.



Scott Usher

Cost Consultant, RLB

Scott Usher is an Associate with RLB’s Portland, Oregon office. He has been working as a Cost Consultant in the property and construction industry since 2004, on a wide variety of project and building types for both public and private sector clients nationally and internationally. Scott’s professional skills include a variety of Cost Consulting and Quantity Surveying services, such as Cost Planning, Construction Cost Estimating, Preparation of Bills of Quantities, Tender Valuation & Assessment, Payment Application Assessment, Change Order Management, Contract Management, Feasibility Studies and Project Management.

EDUCATION & REGISTRATION

Scott holds a Bachelor of Urban Development (Honors), Quantity Surveying and Cost Engineering from Queensland University of Technology.

RELEVANT EXPERIENCE

Health Department Renovation
Multnomah County

Diagnostic Imaging Equipment
Mid-Columbia Medical Center

Sandy Health Clinic
Clackamas County

**Health, Counseling, & Testing
Center Expansion**
University of Oregon

West Campus
Oregon Health Sciences University

**Child Disabilities and Development
Building**
University of Iowa

Feasibility Study
VA Puget Sound Health Care System

Recovery Unity Study
Cardiac Procedure

ATTACHMENT B:**NON-COLLUSION STATEMENT**

In order for your application to be considered, it is necessary to furnish the following information:

Has your firm ever been indicted, pled guilty, pled nolo contendere (no contest), or been convicted of any offense that has resulted in your firm being barred from being or performing work for any State, Local, or Federal Government?

Yes ☐

No ☒

If "Yes", attach a separate sheet(s) to this form giving the details involved, the names of the individuals, and their current employment status with your firm.

Has any officer, employee, or other member of your firm ever been indicted, pled guilty, pled nolo contendere, or been convicted of any illegal restraints of trade, including collusive bidding?

Yes ☐

No ☒

If "Yes", attach a separate sheet(s) to this form giving the details involved.

Has your firm or any officer, employee, or member of your firm ever been debarred for violation of various Public Constraint Acts incorporating Labor Standards Provision?

Yes ☐

No ☒

If "Yes", attach a separate sheet(s) to this form giving the details involved.

Is your firm under the protection of the bankruptcy court, has pending any petition in bankruptcy court, or have you made an assignment for the benefit of creditors?

Yes ☐

No ☒

Mahlum Architects

(Printed Name of Contractor)

71 Columbia, Floor 4

Address

Seattle

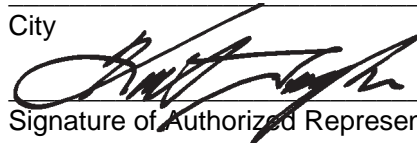
Washington

98104

City

State

Zip Code



Kurt Haapala, AIA LEED AP, Partner

Signature of Authorized Representative

Partner

7 July 2020

Title

Date

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.

[Type here]

ATTACHMENT C:

INSURANCE REQUIREMENTS

A. Contractor shall obtain insurance of the types described below:

1. Automobile Liability Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01
2. Commercial General Liability Commercial General Liability insurance shall be written at least as broad on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors, products-completed operations, stop gap liability, personal injury and advertising injury, and liability assumed under an insured contract. The Commercial General Liability insurance shall be endorsed to provide a per project general aggregate limit using ISO form CG 25 03 05 09 or an equivalent endorsement. There shall be no exclusion for liability arising from explosion, collapse, or underground property damage. The District shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the District using an additional insured endorsement CG 20 10 10 01 and Additional Insured-Completed Operations endorsement CG 20 37 10 01 or substitute endorsements providing at least as broad coverage.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the state of Washington.
4. Professional Liability insurance appropriate to the Contractor's profession.

B. Minimum Amounts of Insurance

Contractor shall maintain the following insurance limits:

1. Comprehensive General Liability. Insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate and \$2,000,000 products-completed operations aggregate limit.
2. Automobile Liability. \$1,000,000 combined single limit per accident for bodily injury and property damage.
3. Workers' Compensation. Workers' compensation limits as required by the Workers' Compensation Act of Washington.
4. Professional Liability/Consultant's Errors and Omissions Liability. \$1,000,000 per claim and \$1,000,000 as an annual aggregate.

C. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:

[Type here]

- 1. The Contractor's insurance coverage shall be primary insurance as respect to the District. Any Insurance, self-insurance, or insurance pool coverage maintained by the District shall be excess of the Contractor's insurance and shall not contribute with it.
- 2. The Contractor's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except in accordance with RCW 48.18.290, or prior written notice by delivery or mail has been given to the District.

Name of Company: Greyling Insurance Brokerage, a division of EPIC

Name of Insurance Agent: Kent Collier

Telephone, including Area Code (770) 220-7692 direct | (404) 274-4636 cell

NOTE: THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.