



SUBMITTED TO:

Department of Enterprise Services

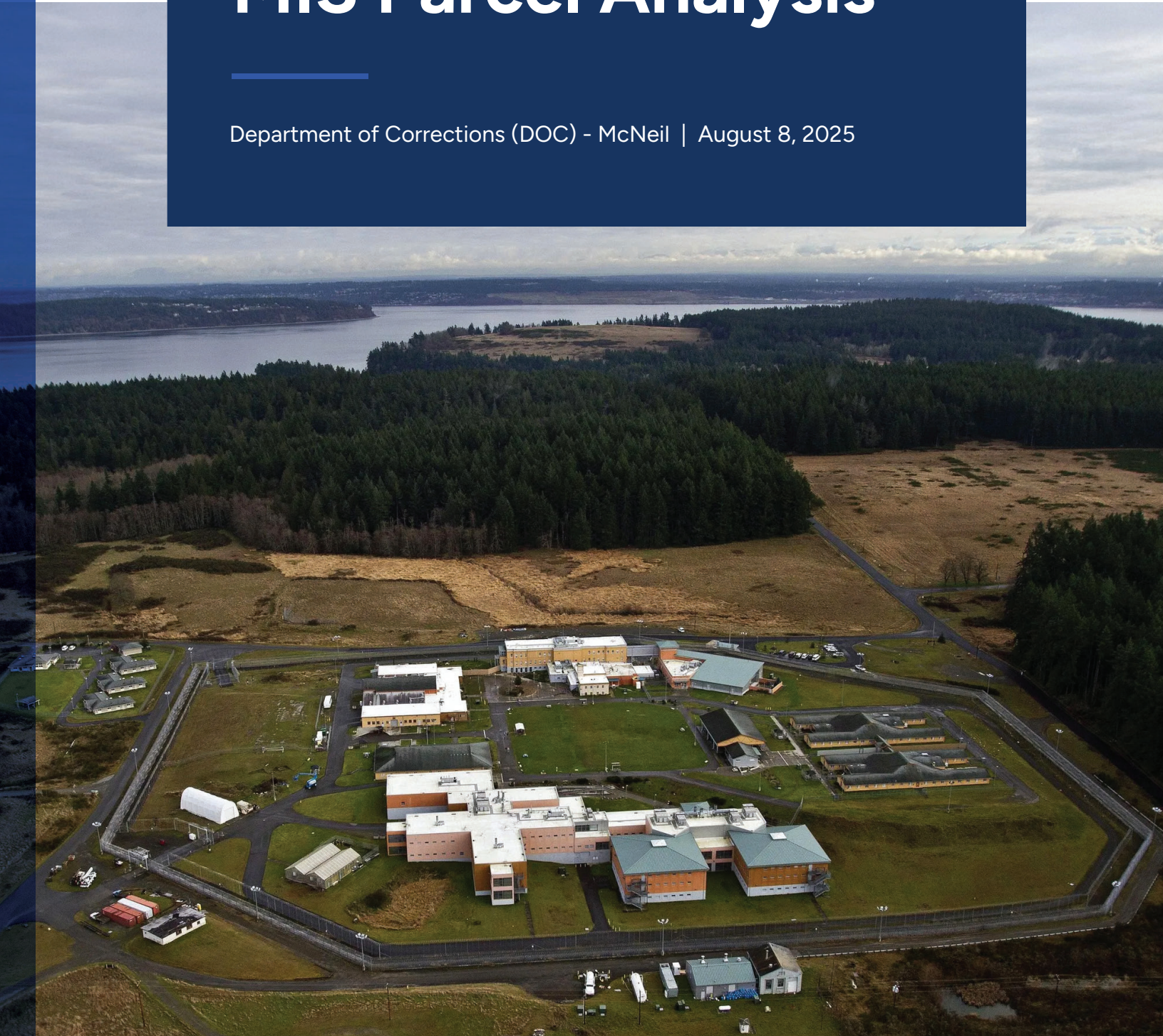
SUBMITTED BY:

KMB architects, inc. p.s.

Project No. 2025-345

MIS Parcel Analysis

Department of Corrections (DOC) - McNeil | August 8, 2025



August 8, 2025

Attn: Jessica Whitenack, Project Manager
Washington State Department of Corrections
jessica.whitenack@doc1.wa.gov

RE: RFQ for MIS Parcel Analysis for the Department of Corrections, McNeil Island, Project No. 2025-346

Dear Ms. Whitenack and Selection Committee Members,

KMB architects is pleased to present our qualifications for Project No. 2025-346: MIS Parcel Analysis for the Department of Corrections (DOC), McNeil Island Stewardship (MIS), on McNeil Island, Washington. Since our firm's founding more than 35 years ago, working with Department of Corrections (DOC) and the Department of Social & Health Services (DSHS) has been a core component of our practice. Our team has successfully delivered numerous comprehensive planning projects for state agencies, including the most recent SCC McNeil Island Strategic Master Plan for DSHS.

KMB brings extensive knowledge of McNeil Island, its existing infrastructure and operations, and its distinctive regulatory landscape, making our team uniquely qualified to provide the requested services. We bring the following advantages to this project:

- Unparalleled familiarity with McNeil Island, having led multiple related projects that evaluated infrastructure, operations, and long-term planning scenarios.
- Subject matter experts with decades of experience in secure facility planning, environmental analysis, cost evaluation, and regulatory compliance.
- A proven track record of successful collaboration with DES, DOC, DSHS, and DFW.
- An approach grounded in data-driven analysis and stakeholder engagement, ensuring that recommendations are actionable, transparent, and aligned with state and federal regulations.
- Dedicated leads for each major study component and a comprehensive responsibility matrix to ensure accountability and continuity.

Thank you for your consideration of our qualifications. We have been honored to serve DOC and DES in the past and we look forward to the opportunity to share our passion, expertise, and project approach in greater detail with you. Please do not hesitate to contact me should you have any questions.

Sincerely,
KMB architects, inc. p.s.



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



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STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

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PO Box 41476, Olympia, WA 98504-1476*

Consultant Selection Contact Form

Designated Point of Contact for Statement of Qualifications
For Design Bid Build, Design Build, Progressive Design Build, GC/CM & Job Order Contracting
(JOC) Selections

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

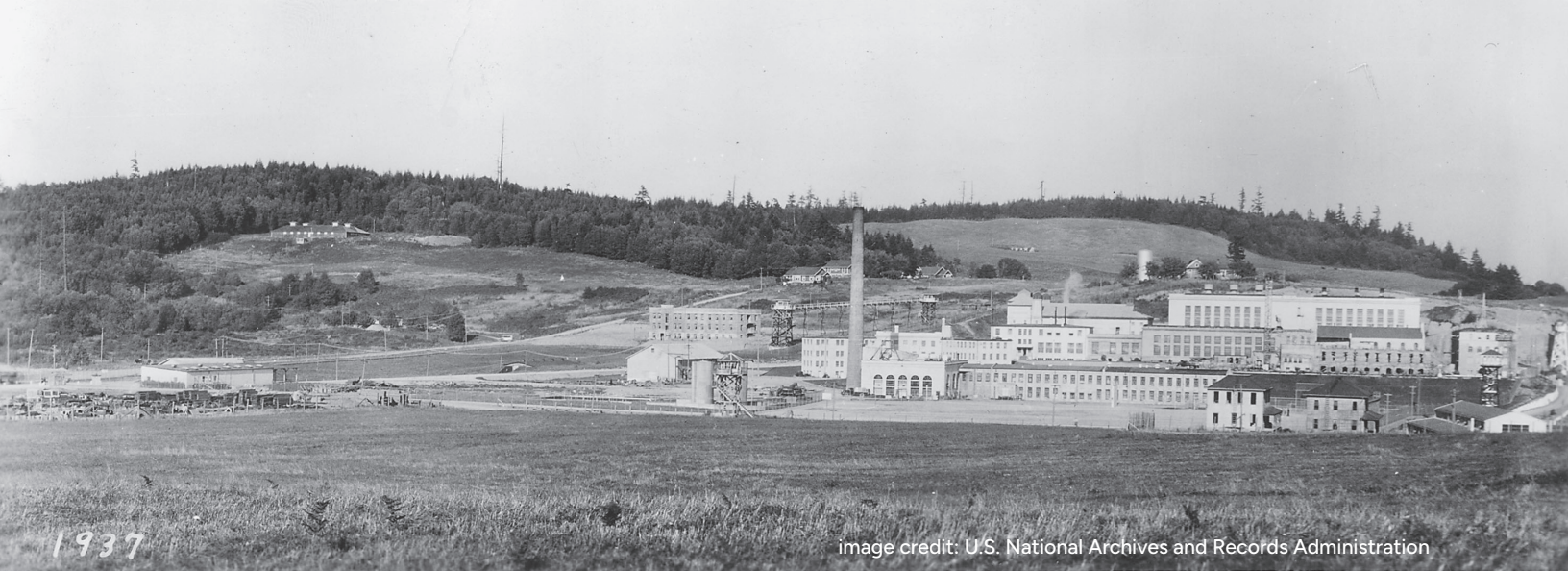


image credit: U.S. National Archives and Records Administration

Executive Summary

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

Parcel Analysis Understanding

The intent of this project is to conduct a Comprehensive Evaluation Study of the existing facilities and structures on McNeil Island. This evaluation will inform decisions that align with state and federal regulations, ensuring responsible stewardship of state property.

Our project team has unparalleled knowledge of McNeil Island and the details of its existing infrastructure and operations. In 2021, KMB was contracted by DSHS to deliver a Strategic Master Plan for McNeil Island and the Special Commitment Center. This report evaluated and prioritized capital projects at the SCC and facilities on and off McNeil Island that support SCC operations. The report also evaluated the benefits and challenges involved in relocating SCC to an undetermined mainland location. This experience, in conjunction with our longstanding relationship with DOC and DSHS, will provide tremendous value to the MIS Parcel Analysis project.

Master Planning Experience

KMB and our consultant team have successfully completed numerous master plans, assessing current conditions while anticipating shifting operational needs, that have given state agencies the ability to make informed decisions that align

with long term agency goals. Code and regulatory specialist Brian Little will work closely with project stakeholders to develop communication strategies that will ensure all parties are informed of potential impacts and decisions are made in consensus, with a full understanding of the complex challenges inherent in this study.

Extensive Experience Partnering with DOC, DSHS, and DFW

Our team brings a proven track record of successfully delivering complex projects for DOC, including facility master plans, infrastructure assessments, and strategic planning efforts. Our combined experience gives us the depth and versatility necessary to address the unique challenges of this assessment.

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

Continued Care for SCC Residents

We understand that one of the central goals of this assessment is to ensure the continued care of SCC residents. KMB brings extensive expertise in operational programming for secure healthcare facilities, with a strong track record of aligning complex medical, behavioral health, and custodial requirements.

KMB Partner Greg Cook will lead a collaborative effort with the DSHS to develop detailed population projections for SCC. This work will build upon the foundational data and planning strategies established in the previous Strategic Master Plan and LRA Study. The KMB team will assess the current and anticipated programmatic needs of the SCC population, which includes identifying trends in resident acuity and treatment pathways. We will also evaluate the staffing models, support services, and facility infrastructure necessary to meet those evolving needs in a safe, effective, and sustainable manner. Our approach will ensure that future planning reflects both regulatory standards and best practices in secure therapeutic environments.

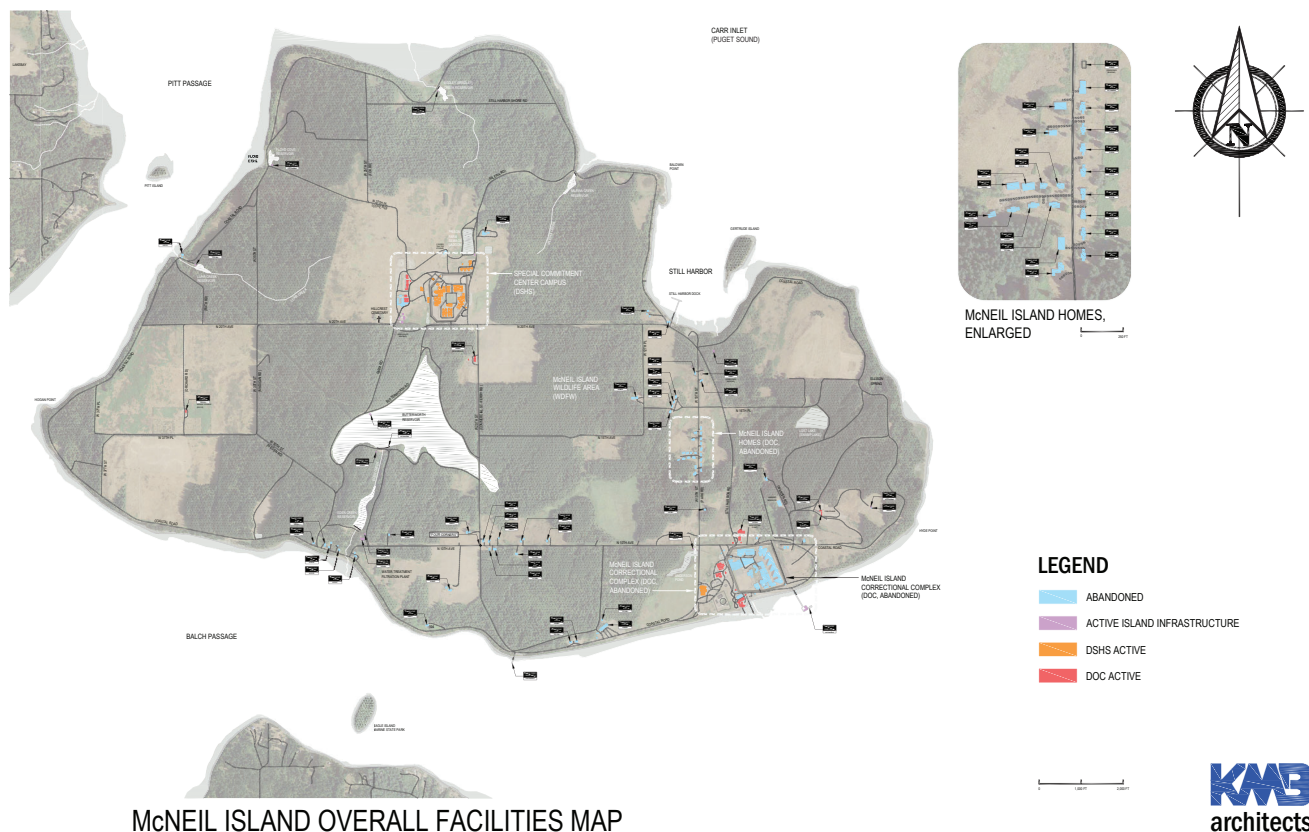
Cost Evaluation Framework

This assessment is intended to support the State's goal of minimizing long-term operational and maintenance costs associated with facilities on McNeil Island. To achieve this, our project team will draw on its direct experience working on the island, which uniquely positions us to provide informed, site-specific recommendations.

Our familiarity with the island's infrastructure, environmental conditions, and logistical challenges enables us to develop accurate, data-driven cost projections. We will leverage our historical cost database, built from prior projects on McNeil Island, as well as our understanding of programmatic requirements and siting constraints to evaluate the financial viability of both continued on-island operations and potential off-island alternatives.

By providing realistic, clearly documented cost analyses, we aim to equip the State with the information needed to make strategic, cost-effective decisions regarding future investment, decommissioning, or relocation of services and facilities.

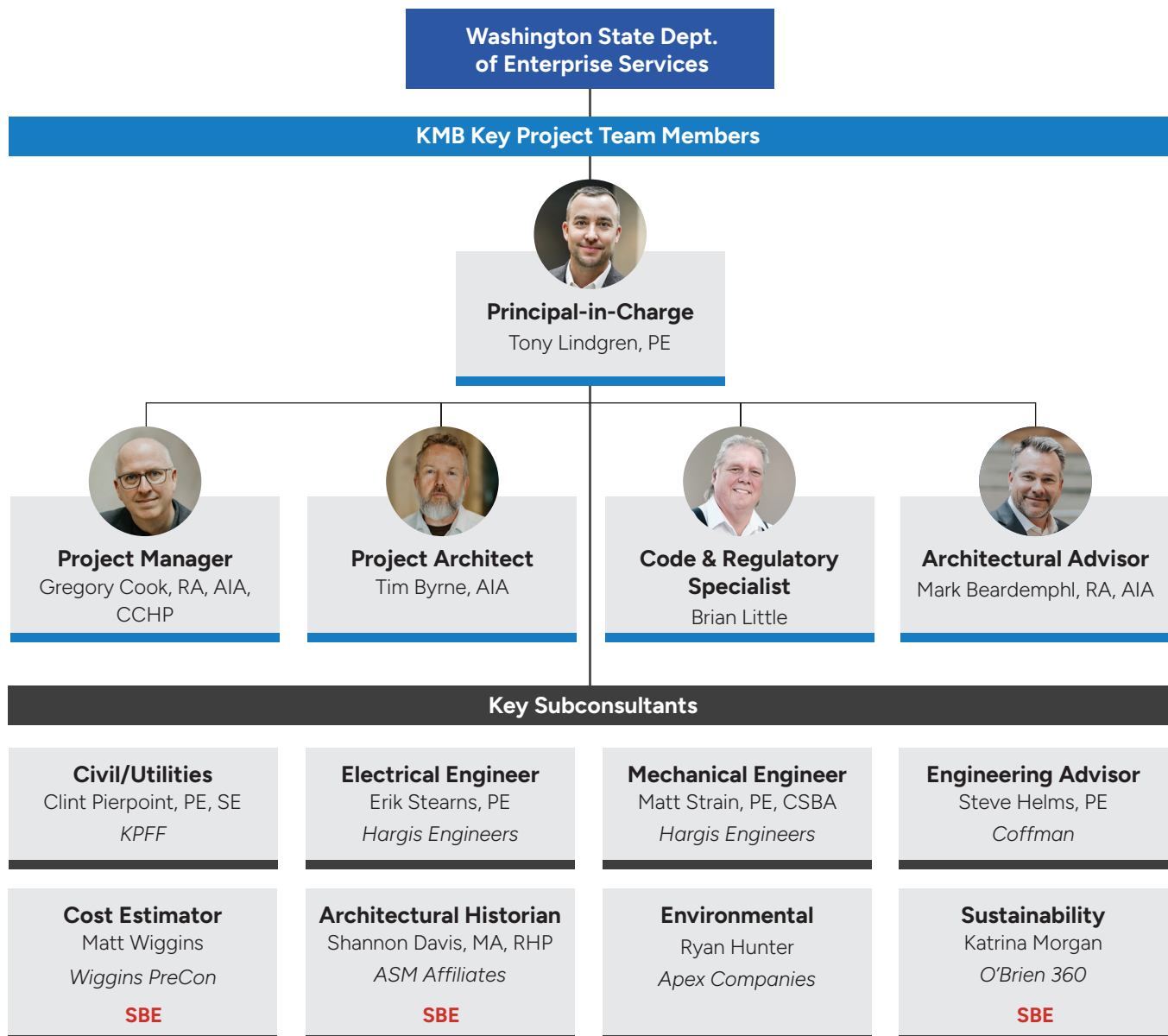
Facilities Inventory Map Prepared by KMB



Qualifications of Key Personnel

Team Organization

KMB's organizational structure for the MIS Parcel Analysis reflects the depth, experience, and specialization required to successfully deliver a comprehensive and strategic evaluation of this complex site. Each team member has been selected for their subject matter expertise and longstanding experience supporting Washington State agencies on similarly challenging projects. Our team is led by senior professionals with decades of experience in facility planning, infrastructure evaluation, and secure facility operations. KMB will lead this project as the prime consultant with technical support from KPFF, Hargis Engineers, Coffman, Wiggins PreConstruction Services, ASM Affiliates, Apex Companies, and O'Brien 360.



Tony Lindgren, PE, Assoc. DBIA

22 Years of Experience | KMB architects

Principal-in-Charge

Percentage of Time Assigned to Project: 25%



Education

Bachelor of Science, Civil Engineering,
Washington State University

Registration

Professional Engineer, State of
Washington

Tony Lindgren will oversee the team as a single point of contact to ensure that your project is completed on time and on budget. Tony is primarily responsible for managing the design team and interfacing with all stakeholders, including DES, DSHS, DOC, and DFW. Tony's expertise in this capacity comes from serving as the Principal-in-Charge on more than 150 project agreements with DES.

RELEVANT EXPERIENCE

DSHS Special Commitment Center (SCC) / McNeil Island Strategic Master Plan, Steilacoom, WA

DSHS SCC: Secure Community Transition Facility (SCTF) Site Selection - Predesign, Steilacoom, WA

DSHS SCC SCTF Parking Lot Improvements, Steilacoom, WA

DSHS SCC Firehouse/Commissary Upgrades, Steilacoom, WA

DSHS SCC Administration Building Remodel, Steilacoom, WA

DOC McNeil Island Stewardship (MIS) Training Center Fire Suppression System, Steilacoom, WA

DOC MIS Community Training Center Study, Steilacoom, WA

Gregory Cook, RA, AIA, CCHP

27 Years of Experience | KMB architects

Project Manager

Percentage of Time Assigned to Project: 45%



Education

Master of Architecture, Washington
University in St. Louis

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

Registration/Certification

Architect, State of Washington

Certified Correctional Health Professional,
National Commission on Correctional
Health Care

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

RELEVANT EXPERIENCE

DSHS SCC / McNeil Island Strategic Master Plan, Steilacoom, WA

DSHS SCC SCTF Site Selection, Statewide, WA

DSHS SCC, Less Restrictive Alternatives (LRA) Study, Statewide, WA

DSHS Diversion and Recovery Program, Statewide, WA

DSHS SCTF Snohomish County Siting & Predesign, Snohomish County, WA

DOC Inpatient Psychiatric Unit Predesign, Statewide

DOC Women's Elder Care Unit at the Washington Corrections Center for Women,
Gig Harbor, WA

DOC Corrections Training Center, Statewide, WA

Mark Beardemphl, AIA

36 Years of Experience | KMB architects



Education

Bachelor of Architecture, Washington State University

Bachelor of Science Architectural Studies, Washington State University

Registration/Certification

Architect, State of Washington

Architectural Advisor

Percentage of Time Assigned to Project: 15%

Mark brings over 35 years of experience in architecture on hundreds of projects for DSHS, DOC, and many other state agencies. Mark's extensive experience on McNeil Island, including the siting of the SCC and the design of the Total Confinement Facility, provides our team with deep institutional knowledge of Island infrastructure and operations. He will confirm the team has explored all options, resolved potential challenges, addressed all State requirements, and considered all aspects that would influence future planning, design, and implementation of the needed work. Mark's experience serving the State in this capacity coupled with his, teamwork and communication skills make him highly qualified to facilitate the KMB team goal of total client satisfaction.

RELEVANT EXPERIENCE

DSHS SCC / McNeil Island Strategic Master Plan, Steilacoom, WA

DSHS SCC SCTF Site Selection, Statewide, WA

DSHS SCC Total Confinement Facility Design, Steilacoom, WA

DSHS Western State Hospital Campus: Nursing Station Enclosures - Predesign, Lakewood, WA

DSHS CSTC Site:17-19 Patient Safety, Lakewood, WA

DOC Washington State Penitentiary South IMU Recreation Yard Improvements, Walla Walla, WA

Brian Little

38 Years of Experience | KMB architects



Education

Bachelor of Architecture, Washington State University

Bachelor of Science, Architectural Studies, Washington State University

Code & Regulatory Specialist

Percentage of Time Assigned to Project: 20%

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

RELEVANT EXPERIENCE

DSHS SCC / McNeil Island Strategic Master Plan, Steilacoom, WA

DOC McNeil Island Corrections Center Community Training Center Study, Steilacoom, WA

DOC McNeil Island Training Center Fire Suppression System, Steilacoom, WA

DSHS SCC, Less Restrictive Alternatives (LRA) Study, Statewide, WA

DSHS SCC SCTF Site Selection, Statewide, WA

DSHS SCTF Snohomish County Siting & Predesign, Snohomish County, WA

Tim Byrne, AIA

31 Years of Experience | KMB architects



Education

Bachelor of Architecture, Roger Williams University

Registration

Architect, State of Washington

Project Architect

Percentage of Time Assigned to Project: 20%

With over three decades of architectural experience, Tim brings a deep well of technical expertise and a detail-oriented mindset to every project. His path has taken him from hands-on design roles to leadership positions at State agencies. Tim offers unique insight into McNeil Island from his previous role as a Project Manager for DSHS. From 2019 to 2024, he supervised a large portfolio of DSHS facilities, including the Special Commitment Center on McNeil Island. At KMB, he now contributes to a range of DES projects, ensuring that our designs are practical, constructible, and cost-effective.

RELEVANT EXPERIENCE

DSHS SCC / McNeil Island Strategic Master Plan, Steilacoom, WA*

DSHS SCC SCTF Site Selection, Statewide, WA*

DOC SCC Training Center Fire Suppression System, Steilacoom, WA*

DOC SCC Various Re-roof projects, Steilacoom, WA*

DOC SCC Kitchen Renovation, Steilacoom, WA*

DSHS SCC SCTF Parking Lot Improvements, Steilacoom, WA*

DSHS Brockmann Campus New 48-Bed RTF Campus, Clark County, WA*

DSHS Oak Cottage New Residential Treatment Facility, Centralia, WA*

**Project completed as Project Manager or Supervisor while with DSHS*

Clinton D. Pierpoint

30 Years of Experience | KPFF



Education

Engineering Studies - University of Washington/Washington State University

Civil Engineer

Percentage of Time Assigned to Project: 20%

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

RELEVANT EXPERIENCE

McNeil Island Water System New Well Source and Treatment

McNeil Island Barge Transfer Span Repair

McNeil Island CC Fire Flow Testing

McNeil Island Water System Replacement

McNeil Island Fire House Electrical Upgrades

McNeil Island Still Harbor Dock Repairs

McNeil Island Barge Slip Repairs

McNeil Island Vehicle Ferry Terminal Repair

McNeil Island Main Dock Repairs

McNeil Island Mooring Anchor Replacement

McNeil Island Steilacoom Dock Repairs

McNeil Island Still Harbor Dock Repairs

McNeil Island Water System Repairs

McNeil Island WWTP Nitrogen Optimization Plan - Analysis



Stephen Helms, PE - Engineering Advisor

Coffman Engineers

Education: BS Electrical Engineering, Washington State University

Registration: Licensed Professional Engineer, State of Washington

Percentage of Time Assigned to Project: 15%

Stephen Helms has more than 53 years of electrical engineering experience, including work in power distribution, lighting, fire alarms, security, and communications. Steve has a long history of working on all types of projects at most of the Department of Corrections (DOC) facilities in Washington State, dating back to the 1980s.

McNeil Island Master Plan, Steilacoom, WA

McNeil Island Corrections Center DSHS SCC Security Electronics, Steilacoom, WA

Franklin County Jail Site Assessment, Pasco, WA

DOC Security Electronics Survey (Airway Heights Correctional Center, Coyote Ridge Correctional Center, Washington State Penitentiary, etc.), Washington State



Erik Stearns, PE - Electrical Engineer

Hargis Engineers

Education: BS Electrical Engineering, Washington State University

Registration: Licensed Professional Engineer, State of Washington

Percentage of Time Assigned to Project: 15%

Erik brings 33 years of experience offering comprehensive approaches that provide options and long-term benefits. His breadth of experience serving correctional and campus environments is based on his technical accuracy and ability to align systems with budgetary and scheduling considerations. Erik's experience supports planning, design and construction efforts while fulfilling client programmatic requirements.

DSHS McNeil Island Special Commitment Center, Kitchen Electrical Upgrade, Steilacoom, WA

DSHS McNeil Island, Special Commitment Center, Campus Fire Alarm, Steilacoom, WA

DSHS McNeil Island, Special Commitment Center, Security Upgrades, Steilacoom, WA

DSHS McNeil Island, Special Commitment Center, Electrical System Feasibility Study, Steilacoom



Matt Strain, PE - Mechanical Engineer

Hargis Engineers

Education: BS Mechanical Engineering, University of Washington

Registration: Licensed Professional Engineer, State of Washington

Percentage of Time Assigned to Project: 15%

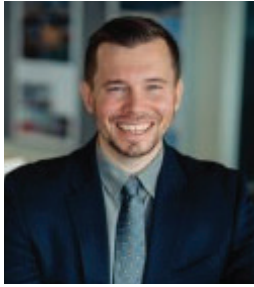
Matt serves 24/7 operating campus environments through his 31 years of mechanical experience assessing and developing solutions to support mission-critical spaces. His ability to identify and execute scopes of work enables him to offer a full range of technical leadership and engineering services for correctional centers. His understanding of the system interdependencies serving these spaces enables him to integrate into dynamic stakeholder and project teams.

DSHS McNeil Island Special Commitment Center, Kitchen Electrical Upgrade, Steilacoom, WA

DSHS McNeil Island, Special Commitment Center, King Hall Air Handling Unit Replacement Study

DSHS McNeil Island, Special Commitment Center, King Hall Air Handler Replacement, Steilacoom

DOC Clallam Bay Corrections Center, Controls Upgrades



Matt Wiggins - Cost Estimator

Wiggins PreConstruction Services **SBE**

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

Percentage of Time Assigned to Project: 10%

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



Shannon Davis, MA, RPH - Architectural Historian

ASM Affiliates **SBE**

Education: M.A. Historic Preservation/George Washington University
B.A. American History/University of Southern California, Los Angeles

Registration: Licensed Architect, State of Washington

Percentage of Time Assigned to Project: 10%

Shannon has 26 years of experience in the field of historic preservation. As an Architectural Historian and Director of Architectural History at ASM, Shannon has documented and evaluated numerous historical resources throughout California and the west in compliance with federal, state, and local criteria, including NRHP, Section 106 of the NHPA, CRHR, CEQA, WA DAHP, and Washington SEPA.



Katrina Morgan - Sustainability Advisor

O'Brien360 **SBE**

Education: Bachelor of Science in Environmental Design, Ball State University

Registration: Licensed Architect, State of Washington

Percentage of Time Assigned to Project: 10%

Katrina is a registered architect and Certified Sustainable Building Advisor with 25+ years of experience in the building industry. She began her focus on sustainable design in 2002 in response to the growing demand for sophisticated architecture-based advice to help owners achieve more resource-efficient and effective buildings. Katrina prioritizes cost-effective solutions, and is known for her pragmatic approach to high performance design.



Ryan Hunter - Industrial Hygienist

Apex Companies

Education: BA Environmental Geography, Kutztown University

Percentage of Time Assigned to Project: 10%

Ryan Hunter is project manager with 13 years of experience with a broad range of hazardous materials projects including asbestos, lead, PCBs, mercury, and chromium. He has performed pre-renovation and pre-demolition surveys and abatement designs for a variety of clients. He also has considerable experience performing abatement contractor oversight and air monitoring during hazardous materials removal projects.



Relevant Experience

Our team brings substantial knowledge of McNeil Island's infrastructure, regulatory environment, and operational complexities through our extensive work completed for both the Department of Social and Health Services (DSHS) and the Department of Corrections (DOC). Our familiarity with agency coordination requirements, site logistics, and existing infrastructure systems will enable us to begin this project with an established foundation of knowledge not found in any other consultant team.

DSHS McNeil Island, Special Commitment Center, McNeil Island Strategic Plan

DSHS McNeil Island, Special Commitment Center, Research, Analysis and Planning Services for Conditional Release and Discharge Facilities

DSHS McNeil Island, Special Commitment Center, Firehouse Tenant Improvement

DSHS Special Commitment Center, SCTF Parking Lot Improvements

DSHS Special Commitment Center, SCTF Firehouse/ Commissary Upgrades

DSHS McNeil Island, Special Commitment Center, Administration Building Remodel

DSHS Special Commitment Center, Statewide Site Selection

DSHS McNeil Island, Special Commitment Center, King Hall Air Handling Unit Replacement Study

DSHS McNeil Island, Special Commitment Center, King Hall Air Handler Replacement

DOC McNeil Island Barge Transfer Span Repair

DOC McNeil Island Water System New Well Source and Treatment

DOC McNeil Island CC Fire Flow Testing

DOC McNeil Island Water System Replacement

DOC McNeil Island Fire House Electrical Upgrades

DOC McNeil Island Still Harbor Dock Repairs

DOC McNeil Island Vehicle Ferry Terminal Repair

DOC McNeil Island WWTP Nitrogen Optimization Plan - Analysis

DES McNeil Island Barge Slip Repairs

DES McNeil Island Main Dock Repairs

DES McNeil Island Mooring Anchor Replacement

DES McNeil Island Steilacoom Dock Repairs

DES McNeil Island Still Harbor Dock Repairs

DES McNeil Island Water System Repairs

*Department of Social and Health Services***Special Commitment Center | McNeil Island Strategic Plan****SIMILAR ELEMENTS:**

- Evaluated environmental, logistical, and regulatory challenges to operating SCC on McNeil Island or relocating to a mainland site
- Project prioritizes continued care for SCC residents
- Project undertaken to minimize operational and maintenance costs for SCC
- Identified solutions that provide the best value to the state

COMPLETED: 2022**DELIVERY METHOD**

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

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

KMB developed a Strategic Master Plan for the Washington State Department of Social and Health Services (DSHS) to assess the future of the Special Commitment Center (SCC) on McNeil Island. Our team evaluated the deteriorating infrastructure, aging resident population, and rising operational costs associated with the island's isolation. We analyzed two primary options: maintaining operations on McNeil Island or relocating the SCC to a mainland site.

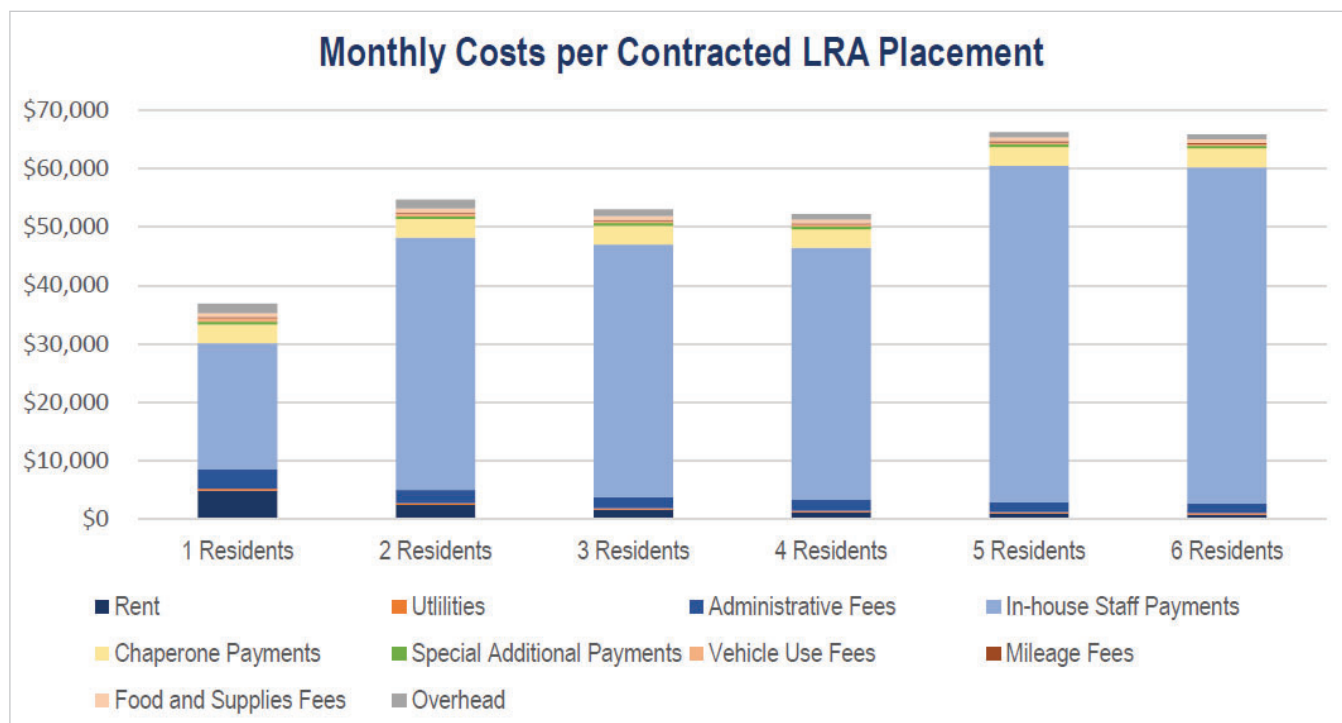
KMB identified that the "Island Factor," including elevated labor, material, and transportation costs, significantly increases the expense of operating on McNeil Island. Our team projected that while capital costs for both options are comparable, relocating would yield long-term operational savings of over \$98 million. KMB also examined the environmental, logistical, and regulatory challenges of both scenarios, including energy use, infrastructure needs, and land use constraints.

To support decision-making, we provided detailed cost estimates, space programming, and site requirements for a new Total Confinement Facility (TCF) and Secure Community Transition Facility (SCTF) on the mainland. We also outlined necessary renovations and new construction if the SCC remains on the island, including upgrades to housing, medical facilities, and support services.

Our team concluded that relocating the SCC could improve staff recruitment, reduce environmental impact, and align with Washington's clean energy goals. However, further predesign studies and legislative support are essential for either path forward. Our plan equips DSHS leadership with the data needed to make an informed, strategic decision about the SCC's future.

Department of Social and Health Services

Special Commitment Center, Less Restrictive Alternatives Study



The study included an analysis of the average monthly cost per resident in contracted LRA.

SIMILAR ELEMENTS:

- Project prioritizes continued care for SCC residents
- Identified solutions that provide the best value to the state
- Recommendations minimized operational and maintenance costs for SCC

COMPLETED: 2022

DELIVERY METHOD

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

Matthew Beard
 SCC Contracts Compliance
 Manager
matthew.beard@dshs.wa.gov

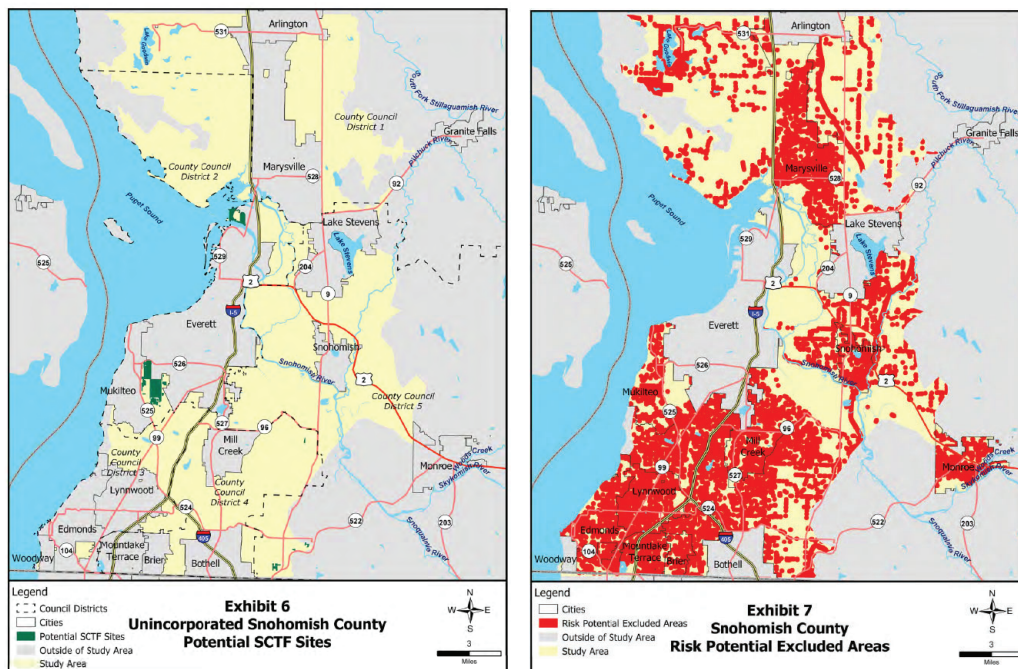
The Washington State Legislature directed the Department of Social and Health Services (DSHS) to explore the development of community-based conditional release and transition facilities for individuals civilly committed to the SCC as sexually violent predators (SVPs). This study, conducted by KMB, supports SCC's mission to safely transition eligible residents from total confinement to Less Restrictive Alternatives (LRAs). Our team assessed current practices, identified systemic gaps, and proposed a strategic framework to enhance community-based transitions from total confinement.

KMB recommended that DSHS formalize a Regional Placement Model to ensure equitable distribution of LRA placements and align them with available treatment providers. The study provides recommendations for SCC to better serve its aging and medically complex population through state-operated, medically focused LRAs. It also outlines staffing, cost, and policy updates needed to support SCC's expanded responsibilities. The study emphasized the importance of individualized treatment plans, consistent operational policies, and robust discharge planning.

To support medically complex residents, KMB proposed a medically focused LRA model with 24/7 nursing care and specialized infrastructure. Our team evaluated the State-Operated Living Alternatives (SOLA) program as a model for scalable, community-based care. KMB highlighted the need for updated policies, interagency coordination, and stakeholder engagement to ensure successful implementation.

Department of Social and Health Services

SCTF Facilities Site Selection / SCTF Snohomish County Siting & PreDesign



SIMILAR ELEMENTS:

- Navigated land-use, policy analysis, technical siting, and architectural design considerations for expanding SCTFs
- Project prioritizes continued care for SCC residents
- Identified solutions that provide the best value to the state

COMPLETED: 2022

DELIVERY METHOD

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

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

KMB led a comprehensive effort to support the Washington State Department of Social and Health Services (DSHS) in expanding Secure Community Transition Facilities (SCTFs) for civilly committed sexually violent predators. KMB led two distinct phases: a statewide siting report and predesign study to identify and develop new SCTFs to accommodate the growing number of SCC residents approved for conditional release. Beginning with the statewide siting study, KMB collaborated with DSHS and local jurisdictions to identify viable SCTF locations in Snohomish, Clark, and Spokane Counties. Using Geographic Information Systems (GIS), KMB analyzed over 250 parcels, applying statutory siting criteria to exclude risk-prone areas and prioritize sites with appropriate zoning, infrastructure, and emergency response capabilities.

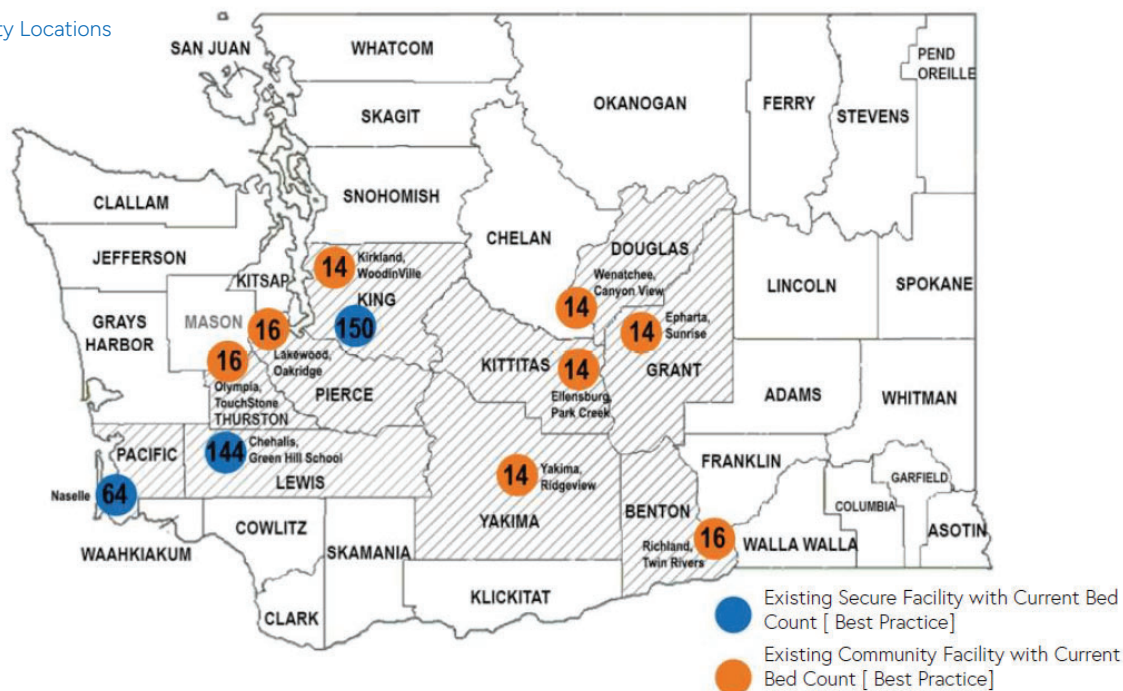
Building on this foundation, KMB advanced the Snohomish County SCTF project through predesign. The team developed multiple cottage-style residential configurations, each evaluated for visibility, privacy, constructability, and therapeutic environment. KMB facilitated stakeholder engagement to refine the preferred alternative, balancing community safety with resident rehabilitation needs. The predesign phase included architectural programming, site planning, and cost modeling, ensuring alignment with state requirements and DSHS operational standards.

Throughout both phases, KMB navigated complex land-use entitlement processes, advised on legislative strategies to streamline permitting, and emphasized equitable distribution of facilities across counties. Our integrated approach, combining policy analysis, technical siting, and architectural design, positioned DSHS to expand SCTF capacity while maintaining public safety and legal compliance.

Department of Children, Youth and Families

Statewide Master Plan for Juvenile Rehabilitation System

Existing Facility Locations



SIMILAR ELEMENTS:

- Evaluated environmental, logistical, and regulatory challenges to modernize and expand DCYF's statewide Juvenile Rehabilitation system
- Identified solutions that provide the best value to the state
- Recommendations minimized operational and maintenance costs for DCYF

COMPLETED: 2021

DELIVERY METHOD

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

Trent Phillips
JR Capital Budget Manager
trent.phillips@dcyf.wa.gov

KMB architects, in collaboration with Chinn Planning, developed a comprehensive 10-year master plan for Washington State's Department of Children, Youth, and Families (DCYF) Juvenile Rehabilitation (JR) system. KMB designed the plan to align with national best practices, improve outcomes for at-risk youth, and support DCYF's commitment to racial equity, trauma-informed care, and least restrictive housing. The plan outlines a \$400 million investment to modernize and expand JR facilities statewide.

KMB assessed 11 existing facilities, analyzed population trends, and forecasted future capacity needs. Our team recommended a system-wide capacity of 360–427 youth, distributed as 40% secure institutions, 20% Transition Living Centers (TLCs), and 40% community facilities. KMB proposed consolidating secure operations at Green Hill School, repurposing Echo Glen Children's Center into a dual-gender campus, and decommissioning Naselle Youth Camp due to its remote location and aging infrastructure.

To address regional disparities, our team recommended building new community facilities in Clark and Snohomish Counties and a TLC in Spokane County. We also introduced Independent Living Suites (ILSs) to support older youth transitioning to independence. KMB identified extensive deferred maintenance needs and provided a phased development schedule and cost estimates.

Throughout the process, KMB engaged DCYF leadership, staff, and youth to ensure the plan reflected operational realities and youth needs. Recommendations emphasize equity, rehabilitation, and community integration, positioning DCYF to deliver more effective, humane, and geographically aligned juvenile rehabilitation services over the next decade.

Department of Corrections

McNeil Island Water System New Well Source and Treatment

SIMILAR ELEMENTS:

- Demonstrates understanding of infrastructure on McNeil Island
- Coordination with DOC, DOH, and Pierce Co to meet all regulatory requirements

COMPLETED: 2023

DELIVERY METHOD

Design-Bid-Build

ORIGINAL/ACTUAL BUDGET:

\$199,259 / \$504,474*

*additional project phases were added

REFERENCE:

Jonathan Abbott

jonathon.abbott@doc1.wa.gov

KPFF provided engineering services to the Washington State Department of Corrections to obtain Department of Health (DOH) approval for bringing a new groundwater well source online for the McNeil Island Water System. KPFF served as the primary coordinator between DOC, DOH, and Pierce County to ensure all regulatory requirements were met. The project addressed aging and failing infrastructure on the island and included well development and testing, treatment pilot protocols, and the full design and approval process for the new source.

Key elements included well pump sizing and design, treatment system design, construction of a new pumphouse, and watermain connections to the existing storage and distribution system. Additional services included corrosion control analysis, chlorine disinfection reporting, abandonment of the existing treatment plant, and full basic engineering services—spanning schematic design, design development, construction documents, bidding, construction administration, and project closeout.



Department of Corrections

McNeil Island Fuel Distribution

SIMILAR ELEMENTS:

- Decommissioned infrastructure on McNeil Island

COMPLETED: Ongoing

DELIVERY METHOD

Design-Bid-Build

ORIGINAL/ACTUAL BUDGET:

\$179,074 / N/A

REFERENCE:

Jonathan Abbott

jonathon.abbott@doc1.wa.gov

KPFF is providing full civil and structural engineering services to the Washington State Department of Corrections (DOC), for the replacement of aging fuel infrastructure at McNeil Island. The project involves decommissioning an existing 25,000-gallon diesel tank, installing a new 25,000-gallon aboveground storage tank with a turn-key dispensing system, and adding a 2,000-gallon fuel tank to support passenger ferry operations. KPFF is leading site planning, permit coordination with Pierce County and the EPA, grading and drainage design, structural design of tank foundations and anchorage, and preparation of construction and bidding documents. The team is also providing construction administration, SWPPP development, and project closeout services, ensuring compliance with environmental and regulatory requirements under the island's complex operational conditions.

Department of Social and Health Services Special Commitment Center (SCC), Campus Fire Alarm System

SIMILAR ELEMENTS:

- Project at SCC on McNeil Island
- Coordination with DSHS and AHJ

COMPLETED: 2022

DELIVERY METHOD

Design-Bid-Build

ORIGINAL/ACTUAL BUDGET:

\$412,268 / \$437,000*

*owner added scope to optimize contractor on-site

REFERENCE:

Nanette Graham, P.E.
Lead Project Manager for DES
360 239-1405 Cell
nsgraham@doc1.wa.gov

Hargis Engineers conducted a study of the existing fire alarm system at the Special Commitment Center on McNeil Island. Hargis concluded that the fire alarm control panels and the headend workstation exceeded their expected usable lives and were no longer repairable, as the manufacturer had discontinued production of replacement parts. As such, it was determined that the entire system would need to be replaced for compatibility with current technologies and standards.



We developed a phased approach with options for implementing a new system within the live, movement-controlled environment, identifying the need for close coordination with the AHJ for an approved plan.

- Option 1: Revise scope to install AES transmitters at the DOC Generator Building and DSHS Fire Station FACP's to be included as a bid alternate.
- Option 2: Revise the scope to replace the copper network wiring between building FACP locations to be included as a bid alternate. The new wiring is planned to be used for a future fire alarm network upgrade project.

Resolving deficiencies in the fire station and entrance/visitor center, a stand-alone system was implemented, along with the headend equipment to support the DSHS SCC future upgrade.

Department of Corrections Enterprise Security Electronics Study

SIMILAR ELEMENTS:

- Decommissioned obsolete or non-compliant elements

COMPLETED: 2019

DELIVERY METHOD

Study Only

ORIGINAL/ACTUAL BUDGET:

N/A

REFERENCE:

Jack Brandt
Capital Planning & Development
Jack.brandt@doc.wa.gov

The Washington State Department of Corrections oversees 13 corrections centers and 350 + buildings—some dating to 1886—housing roughly 19,300 individuals. Its Electronic Security Systems (ESS) span multiple generations, creating uneven performance and risk. Leveraging nearly two decades of DOC-specific experience, Hargis led an enterprise-wide assessment that measured each ESS component's functionality, resilience, and maintainability against current enterprise standards.

Recommendations were enterprise-aligned rather than site-by-site, acknowledging shared dependencies and funding realities: decommission obsolete or non-compliant elements, upgrade viable systems needing capacity or improvements, and replace end-of-life systems that no longer meet functional requirements. The result was a roadmap that sequences investments with capital cycles, accelerates risk reduction, and advances a unified, future-ready ESS portfolio.

Past Performance



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

Collaborative and Transparent Planning Approach

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

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

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The study should culminate in actionable, prioritized recommendations that are grounded in evidence and focused on real-world implementation.

Parcel Analysis Understanding & Comprehensive Evaluation Approach

The Comprehensive Evaluation Study for the Parcel Analysis project requires a thoughtful and structured approach to ensure that the findings are accurate, meaningful, and actionable. The process begins with engaging stakeholders to clearly define the study's objectives and scope. This clarity helps guide the entire effort as their input helps shape the study to reflect operational realities, priorities, and concerns. As the study progresses, our team will collect detailed information through meetings, surveys, site observations, and document reviews to understand the unique challenges presented by decommissioning the island and returning it to its natural state.

Throughout the process, transparency and careful documentation are key. KMB will provide a clear record of methods and decisions to support the credibility of the results and allow others to follow the logic of the conclusions. The final report will provide actionable, prioritized recommendations that are grounded in evidence and focused on real-world implementation. Presenting these findings in a clear and strategic way ensures that decision-makers can use them to guide improvements and future planning.

Proven Success in Statewide Planning

Recent Statewide Assessments and Strategic Plans that demonstrate the success of our approach include:

- DSHS SCC / McNeil Island Strategic Master Plan
- DSHS Research, Analysis and Planning Services for Conditional Release and Discharge Facilities
- DSHS Statewide Diversion and Recovery Program
- DCYF Statewide Master Plan
- DSHS Statewide SCTF Facilities Site Selection / SCTF Snohomish County Siting & Predesign



Project Flowchart

KMB's approach to comprehensive planning is designed to guide complex projects from initial vision through actionable outcomes. The flowchart below illustrates the key phases of our methodology. Each step builds toward delivering:

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



Define Objectives & Scope

Engage stakeholders to clearly define the study's objectives and scope.



Engage Stakeholders

Collaborate with stakeholders to shape the study to reflect operational realities, priorities, and concerns.



Collect & Analyze Data

Collect detailed information through meetings, surveys, site observations, and document analysis.



Develop Scenarios & Options

Identify future scenarios and options that integrate facility conditions, site constraints, and policy requirements.



Evaluate & Prioritize

Apply a disciplined approach to prioritizing tasks and areas of focus.



Deliver Implementation Strategies

Culminate in actionable, prioritized recommendations with phased implementation strategies.

Engineering and Infrastructure Approach

McNeil Island is comprised of 24 individual parcels, each containing varying degrees of utility infrastructure and structures. A comprehensive evaluation of each parcel will include identifying parcel boundaries, locating critical infrastructure and structures within those boundaries, and expanding on previous detailed analyses.

A key focus of this effort is determining how and when infrastructure can be abandoned or relocated to enable phased release of parcels. This strategy will ensure continued operations until all SCC and DOC facilities, along with their supporting infrastructure, can also be decommissioned.

While the SCC is centrally located, the infrastructure that supports it is dispersed across the island. For example, the water wells and reservoirs are near SCC, but the wastewater treatment plant is located on the opposite end of the island. Because this infrastructure is essential to SCC operations, it cannot be decommissioned until SCC is fully relocated off the island. To support a phased release of parcels, utility conveyance systems may be temporarily relocated to parcels slated for later abandonment.

The age and historical nature of structures across the island also introduce preservation considerations. Early coordination with the Department of Archaeology and Historic Preservation (DAHP) will be necessary to inventory structures, evaluate historical significance, and determine any required mitigation prior to demolition.

To support informed decision-making throughout the process, we will implement a structured framework for system assessment and reporting. Our field verification process includes both qualitative and quantitative evaluations, supported by photographs, to thoroughly document existing conditions. These findings will guide a phased implementation strategy aligned with broader project goals, the campus master plan, and state funding cycles.

Accurately assessing the condition and deficiencies of existing systems is the project's greatest risk. Our proven assessment approach has successfully supported DOC, DSHS, and DCYF on past projects, especially when developing new equipment budgets or planning for major capital investments.



The age and historical nature of structures across the island introduce preservation considerations.

image credit: Washington State History Museum

Managing Project Scope, Schedule, and Budget

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

Successfully completing the Comprehensive Evaluation Study will require careful management of its scope, schedule, and budget. These three elements work together and are the foundation of a well-executed project plan.

Defining and Maintaining Project Scope

When the scope is clearly defined and actively managed, it ensures that the project team stays focused on the goals and avoids unnecessary work. The McNeil Island Parcel Analysis is an extremely complicated endeavor, which will require a clear definition of objectives, continuous communication, and attentive oversight. As the table below outlines, we have assigned dedicated project leads to each major element of the study, ensuring accountability, subject matter expertise, and continuity throughout the process.

Responsibility Matrix

	KMB	KPFF	Hargis	Coffman	Wiggins	ASM	Apex	O'Brien
Parcel-Level Analysis								
Ownership verification	X	X						
Current use documentation	X							
Identification of restrictions (easements, liens, etc.)	X	X						
Environmental hazard assessment							X	
Infrastructure needing removal or decommissioning	X	X	X	X				
Infrastructure suitable for transfer to other entities	X	X						
Areas requiring further testing and monitoring		X					X	
Future use options	X	X						
Coordination for historical/archaeological requirements		X				X		
Cost Estimates								
Cost to remove or decommission facilities/structures	X	X	X	X	X	X	X	X
Cost to preserve facilities and structures	X	X	X	X	X	X	X	X
Historical and Operational Data								
10-year history of state expenditures on McNeil Island	X							
Projected capital costs for the next 10 years	X				X			
10-year census of residents and incarcerated individuals	X							
Staffing levels (FTEs) for state programs	X							
Impact and Risk Analysis								
Analysis of effects of relocating or decommissioning	X	X	X	X	X	X	X	X
Hazard prioritization and abatement procedures	X	X	X	X	X	X	X	X
Decommissioning Plan								
Strategy for decommissioning large/unique structures	X							
Hazardous waste management plan							X	
Safe deconstruction plan using trained incarcerated individuals	X							
Sustainability and Value								
Incorporation of sustainable practices	X	X	X	X	X	X	X	X
Recommendations to minimize operational and maintenance costs	X	X	X	X	X	X	X	X
Solutions that provide best value to the state	X	X	X	X	X	X	X	X

Managing project scope in a comprehensive study such as this involves defining clear boundaries and maintaining focus on the study's objectives throughout its lifecycle. Our team will work with project stakeholders to confirm the purpose of the study, develop key evaluation metrics, identify the systems, programs or areas to be assessed, and what is explicitly out of scope. Throughout the project, scope will be managed through a combination of active communication and ongoing documentation.

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

Developing a Realistic and Flexible Schedule

Our team will collaborate with stakeholders to develop a realistic project schedule, identifying all key projects, phases, critical path milestones, and duration. This will require a long-term, phased approach that balances capital spending, technical demands, regulatory requirements, environmental considerations, and stakeholder expectations over multiple decades. The process begins by clearly defining what it means for the island to be fully decommissioned. This will likely include removing all physical infrastructure, restoring the environment, and transferring the land for new uses. Understanding the regulatory framework that governs each

phase of the process will be essential to ensure critical milestones can be met.

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

Budget Management for Long-Term Success

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

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



Quality Assurance & Quality Control

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

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

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

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

This proactive approach not only improves the overall quality of the solution but also contributes to maintaining the project schedule and budget. By allocating time for thorough QC reviews in the schedule, we uphold our commitment to delivering a well-coordinated, high-quality strategic plan that meets or exceeds client expectations.

Owner Review

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



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

Life Cycle Cost Analysis Experience

KMB takes a holistic approach to Life-Cycle Cost Analysis (LCCA) to support informed decision-making throughout the project. By combining energy modeling, cost forecasting, and environmental impact analysis, we help owners evaluate short- and long-term implications of design decisions. Our process emphasizes energy reduction, operational efficiency, durability, and alignment with Washington State sustainability goals.

State Requirements and Tools

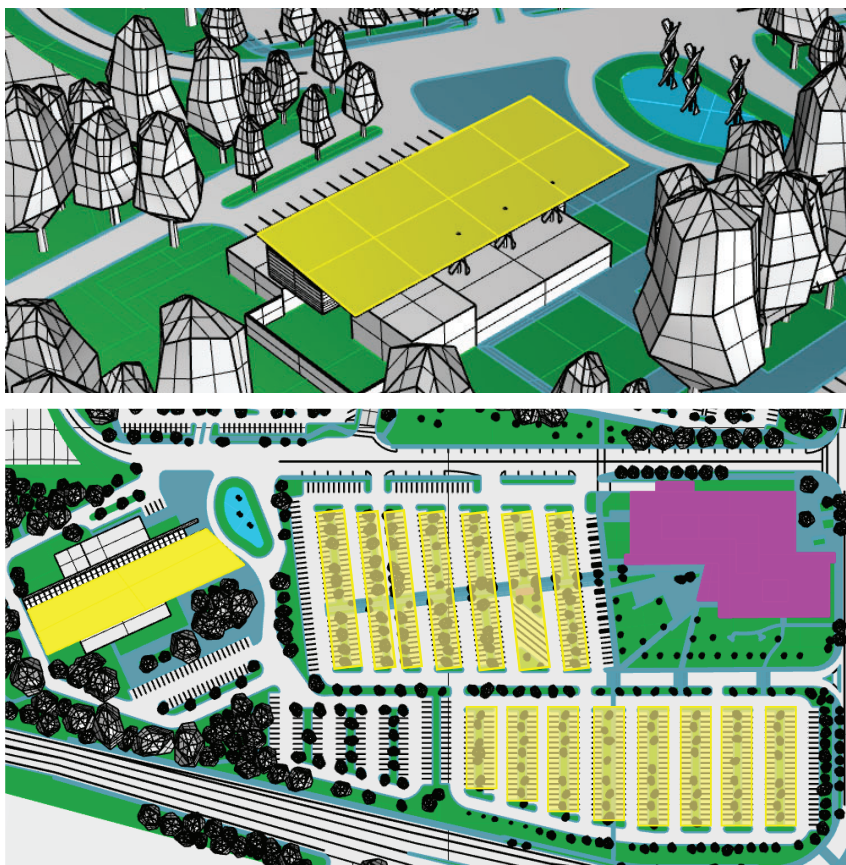
Life Cycle Cost Analysis (LCCA) is a critical element of every predesign report in Washington State. All analyses follow State DES guidelines and OFM requirements, using the Washington State Life Cycle Cost Tool (WA LCCT). This ensures compliance and consistency across all State-funded projects.

Design Phase LCCA and Energy Modeling

During design, KMB's LCCA analysis creates an energy model of the building by using a program that simulates hourly operation of all building energy consuming items for an entire year. The energy model includes an hourly weather profile (including wind speed, solar gains, outdoor temperature and humidity), indoor conditions, occupancy schedule, and equipment efficiencies. The program then calculates overall energy use by fuel source and determines annual energy costs using local energy rates. This information is combined with construction cost estimates, replacement costs, and maintenance costs, to determine the life cycle cost for each alternative. This data-driven process allows us to compare options and identify the best return on investment.

We believe the solution to accomplishing the project goals will flow from a clear focus on energy usage reduction through building systems, user comfort, ease of maintenance, and providing durable materials that are long lasting and easy to maintain.

The graphics to the right illustrates the square footage of solar panels required to achieve Zero Net Energy on the WA State Labor and Industries Building predesign. Once that was determined, the team was able to calculate up front costs for those panels and what the payoff time would be by reducing energy consumption.



Rooftop and Parking lot PV Examples



City of Lacey, Museum and Civic Center, Targeting LEED Silver

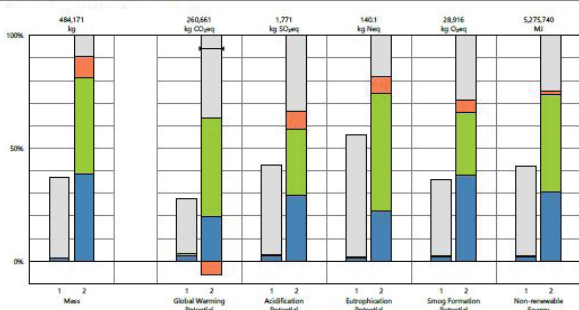
Environmental Impact and Embodied Energy

KMB recently performed an embodied energy material analysis using the Tally software program to inform material selection on the City of Lacey Museum and Civic Center. This facility has been designed as net-zero ready. This study allowed the owner to make value-based decisions on materials and their life-cycle (cradle to grave) environmental impact. The embodied energy analysis considered wall, roof, floor and ceiling construction, structure, and windows and doors. These were evaluated with their potential to increase global warming, acidification, eutrophication, smog formation, and non-renewable energy.

Comprehensive Evaluation of Systems

As we work through life cycle cost assessments, we consider upfront costs of upgrades and equipment, long-term potential energy reduction cost savings, replacement costs, and maintenance and operations factors to allow informed decision making by all parties. These studies and discussions include building systems inclining lighting and HVAC equipment, fixtures such as showers and toilets, construction assemblies found in insulation and materials such as interior finishes or roofing products.

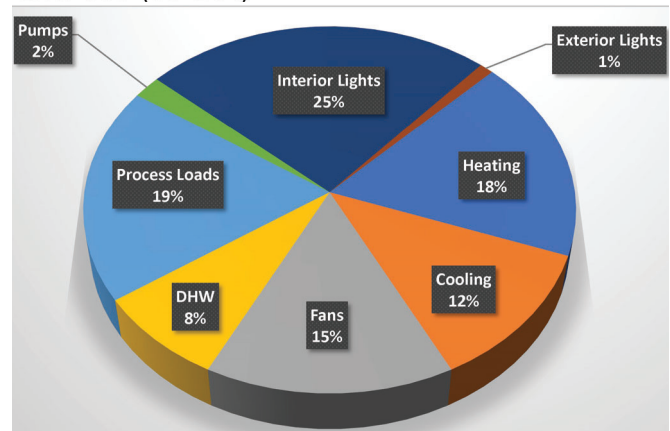
Results per Building Element



Collaborative, Expert-Driven Process

Effective LCCA is a team effort. KMB partners with engineers, high-performance building consultants, and LEED experts to provide best-value design solutions that meet or exceed Washington State sustainability goals. By focusing on the highest energy-consuming systems, we target reductions where they will deliver the greatest return on investment.

Washington Code Baseline Energy Model: By End Use (33 EUI)



When we examine overall life cycle costs, we consider which building systems utilize the greatest amount of energy. This will allow the team to target energy reductions on the systems and equipment that will provide the greatest return on investment.

Diverse Business Inclusion Strategies

Registered Self-Certified Small Business

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

KMB's Business Inclusion Strategies

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

- Tony Lindgren, PE, Principal-in-Charge
- Greg Cook RA, AIA, CCHP, Project Manager

Their responsibilities typically include:

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

KMB's Outreach Involvement

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

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

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

One-on-One Assistance

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

Mentoring, Training & Capacity Building

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

Developing Lasting Partnerships

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

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

2025-345

PART II - GENERAL QUALIFICATIONS

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

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


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

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

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 7/30/2025
c. NAME AND TITLE Tony Lindgren, PE, Partner	