



Response to Request for Proposals – 108 State:

THE LADDERHOUSE

AN INDEPENDENT HISTORIC HOTEL



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(360) 570-0626
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October 18, 2023

City of Olympia

Attention: Mike Reid

RE: Request for Qualifications –108 State Ave

Dear Mr. Reid,

The Ladderhouse Development Team proposes to both redefine and revitalize this 1912 landmark location that once served as the City Hall and Fire Station and convert it to an independent and boutique historical hotel. Our unique hotel will capitalize on this incredible location in the heart of downtown Olympia, will serve as a source of pride for our city's residents and a destination location for global tourists.

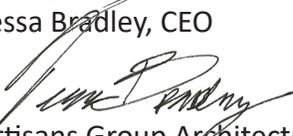
Where history and the contemporary intersect, we see a rare opportunity to create a distinctive, trendy, and captivating hotel close to all the best of what Olympia has to offer. Our unique lodging and dining facilities will activate the downtown street scape and bolster all types of tourism to further enrich the local economy and benefit the City of Olympia. This hotel will boast a multitude of destination amenities including featuring goods from local shops, a lush walled-in outdoor heated soaking pool, an intimate event space, a covered outdoor patio, café, a cozy bar, opportunities for socialization and relaxation in the common spaces, and even a covered rooftop deck with views of downtown Capitol to the Market District. Many of these amenities would be open to the general public which would create an escape for tourists and locals alike.

In honoring the historic location, we intend to weave the narrative of the City of Olympia literally and metaphorically into the fabric of the building. Each of the guest rooms and shared spaces will be themed as historic events or figures of Olympia through a variety of mediums, including physical artifacts, artistic interpretations from local artists, written narratives, and captured oral histories. We intend to fully partner with Olympia Historical Society, the Squaxin Island Tribe, and local artists, to infuse the hotel with inclusive and accurate histories while bringing together public, private, and non-profit entities.

To further support the coming together of travelers from all walks of life, we intend to offer inclusive facilities to accommodate any traveler's budget. We have designed bunk rooms for the adventurous traveler looking for communal experience, private rooms with shared facilities for rejuvenation without overindulgence, and private rooms for the travelers looking for luxury that's actually within reach. Regardless of the room, all guests will have access to plush beds, locally sourced food and all of our other exciting amenities. These kinds of Hotels have begun to dominate the Hotel industry for the discerning traveler. In the proposal you can see several examples and precedent studies to this end.

If you have any questions about our proposal, please contact me at tessa@artisansgroup.com or (360)870-6280.

With gratitude,
Tessa Bradley, CEO


Artisans Group Architecture & Planning



PROJECT VISION AND PROPOSED USE OF BUILDING



PROPOSED SITE PLAN

Project Vision

The subject property will be an adaptive reuse of the 14,000 square-foot Fire Station to be improved with a Boutique lodging facility; The Ladderhouse, which is expected to open in 2024. The hotel will feature 28 to 32 rooms, a cozy local historic atmosphere with many public amenities at the ground floor. The Ladderhouse will host happy hours for travelers to encourage an ambiance of social interaction and street activation. The current outdoor gym area will have full height privacy walls, lushly planted on both the city side and the interior with an outdoor soaking pool; a successful strategy for these small scale, destination hotels. The second exterior play area on the back of the building will be converted to a semi-conditioned, covered outdoor bar, where you can grab a small bite and a cocktail and linger, or head to the heated soaking pool or rooftop retreat to indulge.

Using precedence studies of successful boutique hotels in other urban areas, The Ladderhouse will be a center for art, history and leisure for travelers of all types. Such hotels have swept the hospitality and architectural communities and become a classy yet accessible American version of the beloved European style hostel. Such hotels as the Ace, The Society, McMenamins and Palihotel have a proven track record of creating a unique and social culture for travelers and locals alike. These types of hotels attract the discerning traveler and open up Olympia's downtown, not just to local tourism, but to the use of the shoreline and its amenities. The whole establishment becomes a gathering space that can host large groups from out of town or smaller scale local business events. This type of lodging is critical component to the kind of commercial commerce that Olympia needs more of.

Context

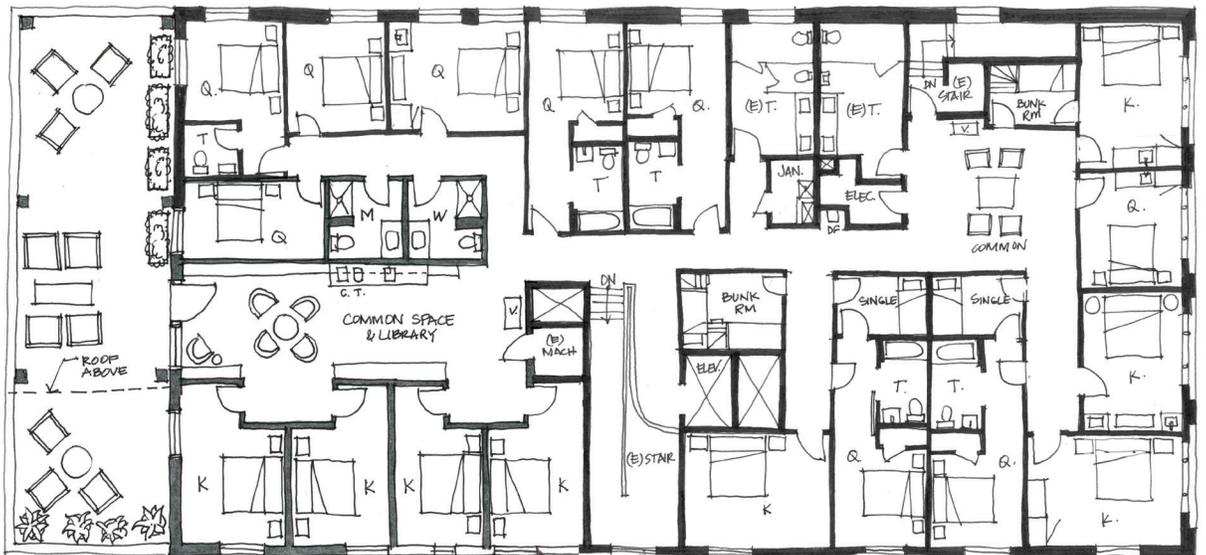
The Olympia market area features no options for modern, centrally located, boutique hotels. The Best Western Olympia underwent a property-wide renovation as part of a Property Improvement Plan (PIP) in 2014; however, its guestrooms were last updated in 2012. Thus, this hotel is in overall good yet dated condition. The former Comfort Inn Conference Center, located within a mile of the proposed hotel, has been closed permanently. Prior to the hotel's closure, the brand had issued a PIP in 2021 at an estimated cost of \$500,000.

The La Quinta Inn & Suites in Tumwater is the newest hotel out of the three local hotels. Having opened in 2015, this hotel benefits from its modern design and convenient location along Interstate 5, roughly 5 miles of the proposed hotel. However, none of our local competitors are offering the type of experience that we are proposing. Olympia has all the markers of a trending destination city, and a hotel that offered a unique experience that is immersive in the culture of the city would be undoubtedly successful.



- RECEPTION
- RESTAURANT/ KITCHEN
- BAR
- EVENT SPACE
- SPA
- OUTDOOR SEATING
- 10 ROOMS
- SHARED AND ON-SUITE BATHROOMS

PROPOSED FIRST FLOOR PLAN



- COMMON SPACES
- COVERED ROOFTOP DECK
- 17 ROOMS
- 4 BUNK ROOMS
- SHARED AND ON-SUITE BATHROOMS

PROPOSED SECOND FLOOR PLAN



PRECEDENT IMAGERY

OPERATIONS, BUSINESS PLAN and MARKET ANALYSIS

Ownership History

The developer of the proposed boutique hotel is the Ladderhouse Development Team; a team of professionals specializing in all areas of business development, which include but are not limited to design, evaluation, construction and operation. The combination of our team's expertise, ensures the success of the proposed boutique hotel, which will invigorate the economy and create a unique destination in the city of Olympia.

Management

The proposed boutique hotel will be managed by Essence Hotel Management Group (EHG), EHG is a professional hotel-operations company. Our analysis and projections reflect the current market supply and demand. It is recommended that the proposed hotel operate as a boutique lodging facility. Based upon a review there are several franchise hotels in the Olympia market, but nothing like what we are proposing. Our accommodations will attract a wide range of guests. Being an independent hotel, we will not be paying franchise fees including royalty, market and other franchise related ongoing expenses, which will save approximately 10% of gross room revenue. The Ladderhouse will contribute to the local economy by offering approximately 8 to 10 full-time/part-time jobs including GM, Housekeeping, Front desk, Night Audit and Maintenance.

Market Trends

During the illustrated historical period, both occupancy and average daily rate (ADR) generally followed a strengthening trend, with revenue per available room (RevPAR) increasing by roughly 4% between 2011 and 2019. This improvement in market conditions was driven largely by the strong economy in the greater Puget Sound metropolitan area. In October 2013, the TownePlace Suites by Marriott, Olympia Downtown, which was an independent hotel at the time, closed until its conversion to its existing brand affiliation in January 2016. This closure resulted in occupancy increases in both 2014 and 2015; ADR also grew during that time, as hoteliers had more pricing power with fewer rooms in the market. In 2016, occupancy declined given the openings of the Hilton Garden Inn and the Hampton Inn & Suites by Hilton. However, demand growth was significant, indicating that the market was under-served by properties of these types, including strong brand affiliations. Occupancy increased in 2016 and 2017 before declining minimally in 2018, while ADR registered growth in both 2017 and 2018. RevPAR reached its high point in the summer of 2019, supported by a lack of new supply in the market. In March 2020, the COVID-19 pandemic began to affect the local market, similar to the rest of the nation, resulting in decreased business activity, inclusive of the hospitality, tourism, and manufacturing industries; thus, all performance metrics declined significantly in 2020.

Year-end 2021 data illustrates that a recovery is underway, with occupancy levels slightly below 2019 metrics and a roughly \$15 gain in ADR compared to 2020 due to heightened leisure travel from regional markets surrounding Olympia to outdoor recreational areas on the Olympic Peninsula. Year-to-date 2023 data illustrate continued occupancy growth and a significant uptick in ADR. While the pandemic will continue to affect business to some degree in the near term, the overall outlook is optimistic given the dynamics of this market, the successful rollout of vaccines, the removal of COVID-related restrictions, and the recent increase in commercial and group travel.

OPERATIONS, BUSINESS PLAN and MARKET ANALYSIS

The following table provides a historical perspective on the supply and demand trends for a selected set of hotels, as provided by STR:

FIGURE 1-1 HISTORICAL SUPPLY AND DEMAND TRENDS (STR)

Year	Average Daily Room Count	Available Room Nights	Change	Occupied Room Nights	Change	Occupancy	Average Rate	Change	RevPAR	Change
2011	605	220,920	—	142,098	—	64.3 %	\$100.54	—	\$64.67	—
2012	619	225,935	2.3 %	147,796	4.0 %	65.4	101.34	0.8 %	66.29	2.5 %
2013	594	216,827	(4.0)	141,881	(4.0)	65.4	100.50	(0.8)	65.76	(0.8)
2014	520	189,800	(12.5)	125,238	(11.7)	66.0	107.56	7.0	70.97	7.9
2015	547	199,560	5.1	138,399	10.5	69.4	112.63	4.7	78.11	10.1
2016	731	266,903	33.7	180,696	30.6	67.7	112.59	(0.0)	76.22	(2.4)
2017	910	332,150	24.4	230,037	27.3	69.3	113.64	0.9	78.71	3.3
2018	910	332,150	0.0	226,660	(1.5)	68.2	116.18	2.2	79.28	0.7
2019	910	332,150	0.0	241,728	6.6	72.8	118.84	2.3	86.49	9.1
2020	910	332,150	0.0	185,306	(23.3)	55.8	99.42	(16.3)	55.47	(35.9)
2021	910	332,150	0.0	238,990	29.0	72.0	114.67	15.3	82.51	48.7
Year-to-Date Through January										
2021	910	28,210	—	15,410	—	54.6 %	\$90.30	—	\$49.33	—
2022	910	28,210	0.0 %	17,031	10.5 %	60.4	112.93	25.1 %	68.18	38.2 %
Average Annual Compounded Change:										
2011 – 2019			5.2 %		6.9 %			2.1 %		3.7 %
2011 – 2020			4.6		3.0			(0.1)		(1.7)
2011 – 2021			4.2 %		5.3 %			1.3 %		2.5 %
Hotels Included in Sample			Class		Competitive Status	Number of Rooms	Year Affiliated	Year Opened		
TownePlace Suites Olympia			Upper Midscale Class		Primary	71	Jan 2016	Jun 1974		
Comfort Inn Lacey Olympia			Upper Midscale Class		Primary	69	Sep 1993	Sep 1993		
La Quinta Inns & Suites Olympia - Lacey			Upper Midscale Class		Primary	63	Aug 2006	Nov 1995		
DoubleTree by Hilton Hotel Olympia			Upscale Class		Secondary	102	Oct 2013	Apr 2000		
Comfort Inn Conference Center Tumwater - Olympia			Upper Midscale Class		Primary	58	Jun 2001	Jun 2001		
Candlewood Suites Olympia Lacey			Midscale Class		Primary	62	Jul 2007	Jul 2007		
Holiday Inn Express & Suites Lacey Olympia			Upper Midscale Class		Primary	81	Oct 2007	Oct 2007		
Best Western Plus Lacey Inn & Suites			Upper Midscale Class		Secondary	85	Mar 2011	Mar 2011		
La Quinta Inns & Suites Tumwater - Olympia			Upper Midscale Class		Primary	80	Sep 2015	Sep 2015		
Hilton Garden Inn Olympia			Upscale Class		Secondary	118	Oct 2016	Oct 2016		
Hampton by Hilton Inn & Suites Olympia Lacey			Upper Midscale Class		Primary	121	Oct 2016	Oct 2016		
Total						910				

The following tables reflect our estimates of operating data for hotels on an individual basis:

FIGURE 1-2 PRIMARY COMPETITORS – OPERATING PERFORMANCE

Property	Est. Segmentation					Estimated 2019				Estimated 2021					
	Number of Rooms					Weighted Annual Room Count	Occ.	Average Rate	RevPAR	Weighted Annual Room Count	Occ.	Average Rate	RevPAR	Occupancy Penetration	Yield Penetration
Comfort Inn Conference Center Tumwater Olympia	58	40 %	30 %	25 %	5 %	58	50 - 55 %	\$85 - \$90	\$45 - \$50	58	75 - 80 %	\$90 - \$95	\$70 - \$75	100 - 110 %	85 - 90 %
La Quinta Inn & Suites Tumwater Olympia	80	55	20	20	5	80	70 - 75	110 - 115	75 - 80	80	65 - 70	110 - 115	75 - 80	95 - 100	90 - 95
TownePlace Suites by Marriott Olympia	71	25	10	5	60	71	75 - 80	130 - 140	105 - 110	71	85 - 90	125 - 130	105 - 110	110 - 120	130 - 140
Candlewood Suites Olympia Lacey	62	20	15	5	60	62	85 - 90	95 - 100	85 - 90	62	85 - 90	95 - 100	85 - 90	120 - 130	100 - 110
Comfort Inn Lacey	69	55	25	15	5	69	50 - 55	95 - 100	50 - 55	69	50 - 55	100 - 105	50 - 55	65 - 70	60 - 65
Hampton by Hilton Olympia Lacey	121	65	15	15	5	121	75 - 80	125 - 130	100 - 105	121	65 - 70	125 - 130	85 - 90	95 - 100	100 - 110
Holiday Inn Express Hotel & Suites Lacey	81	60	20	15	5	81	75 - 80	120 - 125	90 - 95	81	75 - 80	115 - 120	90 - 95	100 - 110	110 - 120
La Quinta Inn Olympia Lacey	63	55	25	15	5	63	65 - 70	95 - 100	65 - 70	63	65 - 70	95 - 100	65 - 70	90 - 95	80 - 85
Sub-Totals/Averages	605	46 %	19 %	14 %	21 %	605	72.7 %	\$114.34	\$83.16	605	73.8 %	\$111.75	\$82	101 %	99.9 %

* Specific occupancy and average rate data were utilized in our analysis, but are presented in ranges in the above table for the purposes of confidentiality.

OPERATIONS, BUSINESS PLAN and MARKET ANALYSIS

1. The subject property’s proposed improvements have been reviewed for their expected quality of construction, design, and layout efficiency.
2. The surrounding economic environment, on both an area and neighborhood level, has been reviewed to identify specific hostelry-related economic and demographic trends that may have an impact on future demand for hotels.
3. An analysis of existing and proposed competition provides an indication of the current accommodated demand, along with market penetration and the degree of competitiveness. Unless noted otherwise, we have inspected the primary competitive lodging facilities summarized in this report.
4. Documentation for an occupancy and ADR projection is derived utilizing the build-up approach based on an analysis of lodging activity.
5. A detailed projection of income and expense made in accordance with the Uniform System of Accounts for the Lodging Industry sets forth the anticipated economic benefits of the proposed subject property.

FIGURE 1-4 FORECAST OF OCCUPANCY AND AVERAGE RATE

2024/25	74 %	\$146.97
2025/26	77	150.62
2026/27	79	154.84
028/29	80	159.19

Our positioning of each revenue and expense level is supported by comparable operations or trends specific to this market. Our forecast of income and expense is presented in the following table:

FIGURE 1-5 DETAILED FORECAST OF INCOME AND EXPENSE

	2024/25 Begins September				2025/26				2026/27				2027/28				Stabilized				
	30				30				30				30				30				
Number of Rooms:	30				30				30				30				30				
Occupancy:	74%				77%				79%				80%				80%				
Average Rate:	\$146.97				\$150.62				\$154.84				\$159.19				\$164.66				
RevPAR:	\$108.76				\$115.98				\$122.33				\$127.35				\$131.73				
Days Open:	365				365				365				365				365				
Occupied Rooms:	8,103	%Gross	PAR	POR	8,432	%Gross	PAR	POR	8,651	%Gross	PAR	POR	8,760	%Gross	PAR	POR	8,760	%Gross	PAR	POR	
OPERATING REVENUE																					
Rooms	\$1,190	94.1	% \$39,666	\$146.86	\$1,270	94.2	% \$42,333	\$150.63	\$1,339	94.5	% \$44,633	\$154.78	\$1,394	94.7	% \$46,466	\$159.13	\$1,442	94.7	% \$46,466	\$159.03	
Other Operated Departments	18	1.4	600	2.22	18	1.3	600	2.13	18	1.3	600	2.08	18	1.2	600	2.05	18	1.2	600	1.2	
Miscellaneous Income	60	4.5	2,000	7.40	60	4.5	2,000	7.11	60	4.2	2,000	6.94	60	4.1	2,000	6.85	60	4.1	2,000	4.1	
Total Operating Revenues	1,264	100.0	42,133	155.99	1,348	100.0	44,933	159.87	1,417	100.0	47,233	163.80	1,472	100.0	49,066	168.03	1,520	100.0	49,066	168.03	
DEPARTMENTAL EXPENSES																					
Rooms	442	35.0			444	33.0			446	31.5			448	30.4			450	29.6			
Other Operated Departments	50	4.0			51	3.8			53	3.7			54	3.7			55	3.6			
Total Expenses	492	38.9			495	36.7			499	35.2			502	34.1			505	33.2			
DEPARTMENTAL INCOME	772	61.1			853	63.3			918	64.9			970	65.9			1,015	66.8			
UNDISTRIBUTED OPERATING EXPENSES																					
Administrative & General	190	15.0			192	14.2			195	13.8			197	13.4			199	13.1			
Info & Telecom Systems	38	3.0			38	2.8			38	2.7			39	2.6			40	2.6			
Marketing	25	2.0			25	1.9			25	1.8			26	1.8			27	1.8			
Prop. Operations & Maintenance	38	3.0			39	2.9			41	2.9			42	2.9			44	2.9			
Utilities	126	10.0			127	9.4			129	9.1			129	8.8			129	8.5			
Total Expenses	417	33.0			421	31.2			428	30.20			433	2.9			439	28.9			
GROSS OPERATING PROFIT	355	28.1			432	32.0			520	35.9			537	36.4			598	36.4			
Management Fee	37	3.0			40	3.0			43	3.0			44	3.0			45	3.0			
INCOME BEFORE NON-OPR. INC. & EXP.	318	25.2			392	29.1			477	33.7			493	33.4			553	27.0			
NON-OPERATING INCOME & EXPENSE																					
Property Taxes	38	3.0			39	2.9			40	2.8			44	3.0			45	3.0			
Insurance	25	2.0			26	1.9			26	1.8			29	2.0			29	1.9			
Total Expenses	63	5.0			65	4.8			66	4.7			73	5.0			74	4.9			
EBITDA	255	19.5			327	24.1			411	29.0			420	22.0			479	31.5			
Reserve for Replacement	50	4.0			54	4.0			56	4.0			59	4.0			60	4.0			
EBITDA LESS RESERVE	\$205	15.5 %			\$273	20.1 %			\$355	25.1 %			\$361	15.5 %			\$419	27.6 %			
Summary –	Year 1				Year 2				Year 3				Year 4				Year 5				
Projected Value @ 9% CAP Rate	\$2,277,777.00				\$3,033,333.00				\$3,944,444.00				\$4,011,111.00				\$4,655,555.00				
Total Project Cost	\$4,409,125.25				\$4,409,125.25				\$4,409,125.25				\$4,409,125.25				\$4,409,125.25				
Equity	-\$2,131,348.25				-\$1,375,792.25				-\$464,681.25				-\$398,014.25				\$246,429.75				

SUMMARY AND PROPOSED TRANSACTION

The Ladderhouse Development Team has determined to achieve the goals of this proposal, purchasing 108 State will be a necessary condition. This is due to the extensive nature of the tenant improvements to be paid for by the development team, as well as the necessities of the business plan and associated public and private financing required. We propose to purchase the building for \$500,000, contingent upon a 120 day feasibility period in which we will collect bids, and do a formal pre-submission with the City Of Olympia to determine the viability of our proposal from a permitting perspective. We worked backwards from our proposed cost of improvements, and our respective business plan, to determine this purchase price. Given the burden of construction costs in our market, with our assumed purchase price, our business plan only has us turning a modest profit after 5 years of operation. This 5 year projection dictates the highest cost burden the project can bear, and will be critical to this project receiving funding. The Ladderhouse development team has extensive access to private and public funding. A letter supporting our viability to borrow can be provided upon request from a banking institution.

Artisans Group, as an architecture firm, have been involved previously with two other intense efforts to bring a boutique hotel to downtown Olympia, and the harsh realities of construction cost and the viability of hotels profitability and proformas in the modern market have thwarted those efforts. We have formed The Ladderhouse Development Team, joining it ourselves in lieu of payment for our services, because we passionately believe Olympia needs this amenity if it intends to grow its local economy. It is vital to our business plan that we purchase the building due to the level of investment required to create a successful project. We believe the potential tourism will contribute to the vitality of the economic growth and fabric of our small business and downtown community. The price we are requesting to purchase the building is demonstrated by the realities of our business plan.

Our development team has a strong history of successful projects and businesses alike. Not only are we leaders in our respective industries, but the Ladderhouse Development Team is comprised of primarily local entrepreneurs who are both personally and professionally invested in seeing Olympia flourish as a tourist destination. If the City council shares our vision of an economically robust and flourishing tourism industry in downtown, then this is their opportunity to participate in a landmark destination that will shape Olympia's urban economy and prosperity for decades to come.

THE LADDERHOUSE DEVELOPMENT TEAM



LEAD RESPONDENT:

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AGAP | ARCHITECTURE

Artisans Group Architecture + Planning is an award winning, women owned design studio, committed to high performance, net zero resilient buildings and communities. As planners, designers, and architects, we advocate for healthy, equitable, transformational spaces, and soulful sustainability at every scale of project. Driven by good building science, we put things on the planet with great care, leveraging decades of experience into lasting relationships, and hundreds of realized dreams.

Located in Tumwater, Washington, we are 100% Women-owned and a Certified Women Business Enterprise (CWBE), using several of the DBE and MBE owned consultants in our region. Our collective and substantial project experience spans from award winning commercial kitchens, medical facilities, community meeting areas, multifamily and single-family housing, to educational facilities and places of worship. We are a long established local design firm with strong ties to our community and a cultural company commitment to being good listeners and dedicated passionate partners. Our experience in managing groups of stakeholders with competing interests, and distilling those needs into beautiful buildings while balancing the budget, performance, aesthetics, and longevity of a project is one of our strengths.

ESSENCE HOTEL GROUP | DEVELOPMENT & MANAGEMENT

Essence Hotel Group prides itself on responsible development of hotels and the management teams who lead them. We are a fully integrated hotel development and hotel management company. Operationally, we ensure high quality professional management teams that provide close oversight of development, pre-opening, operational management, financial management, revenue management, and sales and marketing along with every intricacy that comes with those services. We exist to solve the critical issues facing our clients, both large and small, and our unique, holistic approach is not only what differentiates us, but also what makes them successful. We are fiercely dedicated to creating a culture and environment that will encourage and promote positive associate morale, enhance guest satisfaction, and drive desired profitability in all their hotel assets. We are proud to be growing and supporting a variety of hotels the Pacific Northwest region, and are committed to this locale and the incredible beauty and history it has to offer. With over 20 years of combined experience in this industry, our select team is stacked with knowledgeable, passionate, and talented individuals. We are so confident in our team's skillset and the strength of client relationships that we aim for 100% guest satisfaction in every project.

THE LADDER HOUSE DEVELOPMENT TEAM

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TPC | DEVELOPMENT

As one of the project Developers, TPC Development will be responsible for overseeing the development process, from the initial concept and design to the implementation and delivery of the finished product. TPC and Sunset Pacific General Contractors will work collaboratively to oversee and manage the project from start to finish, setting deadlines, allocating resources, and ensuring the project stays on track. TPC Development has a track record of thinking innovatively while finding creative solutions to any problems that may arise. Above all else, TPC Development will be responsible for motivating the team and keeping morale high, while at the same time making sure the project is completed on time and within budget.

SUNSET PACIFIC | GENERAL CONTRACTORS

With over 50 years of service in the marketplace, Sunset Pacific General Contractors is uniquely qualified as to its approach to historical buildings. Consistently in the forefront of our work is the integrity of the structure and what makes it distinctive, while meeting the needs of the adaptive reuse. Combine this with our desire to make common things (materials) do uncommon things, and it helps to keep budgets in check, especially in the challenging environment we find ourselves in with supply chain issues and escalating costs. We listen, we challenge, we innovate and we deliver.

From converting an historic YWCA building to a battered women's shelter to creating offices in a historic Ford Dealership, while distinctively different, requires the same approach of care and consideration to the craftsmanship created, many years before being placed in our hands. We pride ourselves on the passing of millions of square feet through Sunset's capable and diverse hands over the years and we look forward to delivering on this innovative reuse of an important iconic landmark in downtown Olympia.

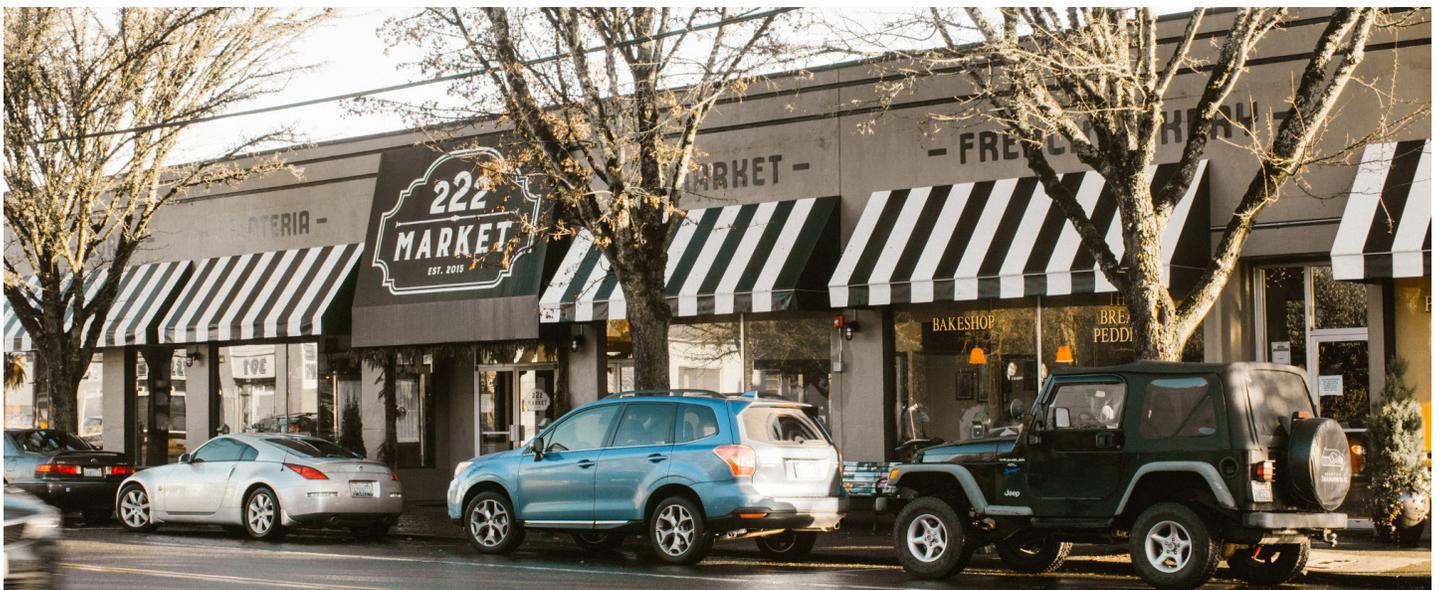
AGAP PROJECT EXPERIENCE

222 Market | Olympia, WA

When Joy and Gray Graham approached Artisans Group about designing and renovating what would become 222 Market, the corner of Capitol Way and Olympia Ave NE was busy with cars and barren of pedestrians.

Most of their building had recently been office spaces but had lost its tenants and they were having a hard time attracting new ones. They came to Artisans Group hoping to develop the building into a food hall that could help rebuild community through mutually supportive businesses and healthy food. Over the next several months, Artisans Group worked closely with the owners to identify businesses that would work with their sought after model of community engagement. Six years later, the 222 Market has been purchased by a well known developer who is now building an adjacent mixed-use building intended to capitalize on and grow the success of the Market.

Many of the pioneering businesses were first-time business owners who have achieved success beyond their expectations. Family-owned Chelsea Farms Oyster Bar returned to the Artisans Group for the design of their expansion, tripling the size of their business. Sofie's Scoops Gelato, an Enterprise for Equity business, has now opened their second location in Olympia. The 222 Market is a lively hub that has revitalized this area of the City and continues to evolve and thrive.



AGAP PROJECT EXPERIENCE

Olympia Coffee Roasting Co | 7 Locations- Olympia, Tacoma, Seattle

As one of our longest standing clients, Olympia Coffee is a team and brand we are proud to partner with. Over the last ten years it's been a journey to help them develop a brand and style of their own. Among many aligned values, one of our shared ethics is sustainable growth and business practices. All seven projects we have completed with Olympia Coffee have been adaptive reuses of existing spaces in core downtown areas; adding immeasurable value to the surrounding community and neighborhoods, while achieving their mission to improve the quality of life for everyone in the product chain, from growers, to employees and finally the end-consumer.

As a part of their brand development and commitment to appropriate design for each adaptive reuse, we have given every café its own unique experience and style based on the locale, its customers, and the character of the existing building. Their philosophy surrounding branding is to create joyful gathering spaces and allow each community to define the spaces they occupy. Utilizing gorgeous materials and locally crafted casework and fixtures, each space prides itself in the transitions between materials and the resolution of those moments.



AGAP PROJECT EXPERIENCE

Boulevard Community | Olympia, WA

The Boulevard development is a 10-acre inclusive neighborhood of affordable townhouses, apartments, and senior housing options infilled with an array of shared amenities and located adjacent to the beloved LBA Woods, a City owned 155 acre parcel with walking trails. Artisans Group Architecture and Planning teamed with South Sound Habitat for Humanity to win the project from the City of Olympia. AGAP was honored to lead the team to design and plan the beautiful and sustainable neighborhood. 120 Affordable housing units, a community center, gardens, parks, small commercial spaces, walking paths, and a strong connection to the adjacent woods will serve this and surrounding communities.

AGAP facilitated positive and effective community meetings. We are working with numerous stakeholders, including the public, Economic Development Department, City Council, Olympia Planning Department and development consultants to move the project through a neighborhood center rezone and a floodplain reclassification.



ESSENCE PROJECT EXPERIENCE

Fairfield Inn & Suites Marriott | Dupont, WA

The acquisition and completion of the Fairfield Inn & Suites Marriott was a landmark moment for both Marriott and the Essence Hotel Group. Together, they achieved the gold standard for lodging, comfort, convenience and environmental sustainability, boasting the HRS Green Stay award and the HRS Clean & Safe protocol award. It's their belief that great hotels like this don't happen by accident. Utilizing the Marriott brand, Essence provided the resources to ensure better guest experiences and consistent attention to detail.

Essence also wanted to set the standard for sustainability, safety, cleanliness and inclusivity in all features and amenities throughout the hotel, including educational signage and wayfinding to increase guest awareness. The successful management and staffing of the hotel along with a strong marketing team has helped them promote themselves within their community and they have now become a nearly perfect 4.6 star lodging in Dupont.





Tessa Bradley AIA, CPHC | Artisans Group Chief Executive Officer

Tessa is a broadly experienced Architect, dedicated to stunning and sustainable design. Whether it is designing a community center, place of healing, or a street café, architecture is a cohesive part of making a lasting and joyful human experience. With her tireless enthusiasm for problem solving and her love of tackling design challenges, Tessa will approach your project with determination and optimism. Tessa is advocate for and actively engages in community development through her service on the boards of AIA SWW, South Puget Sound Habitat for Humanity and the Thurston County Chamber.

Education

BA, Sustainable Design,
The Evergreen State College,
2008

AA, Computer Aided Drafting
and Design, South Puget Sound
Community College, 2004

Registration

AIA, Board member of AIA
SWW, Chair of the Diversity
Committee

CPHC, Passive House Institute
of the United States (PHIUS)

NCARB, Broadly Experienced
Architect

LEED AP, United States Green
Building Council Accredited
Professional

Architectural Experience

- 2006 – Present | Principal, Lead Architect & CEO,
The Artisans Group | Tumwater, WA
- 2004 – 2006 | Lead Drafter, Scott Homes, Inc | Olympia, WA
- 2002 – 2006 | Drafter/ Designer,
Northwest Design C.A.D. Services | Olympia, WA

Professional Awards

- 2017 PHIUS Best Project by Young Professional
- 2017 PHIUS Best Single-Family House
- 2017 BIAW Excellence In Remodeling Best Commercial
Over \$250,000
- 2015 PHIUS Best Project by Young Professional
- 2015 PHIUS Best Overall Project

Relevant Projects

- City Life Church & Café | Lacey, WA
- Habitat for Humanity Boulevard Neighborhood Develop-
ment | Olympia, WA
- Pre-approved ADU plans | Cities of Olympia, Lacey, and
Tumwater
- 222 Market | Renovation of 1954 Art Deco Building (City
of Olympia placed remodeled building on Thurston County
Historic Register) | Olympia, WA
- Dos Hermanos Mexican Kitchen | Downtown Olympia, WA
- Zola Mixed Use, (South Sound Vasectomy Clinic and market
rate apartments above) | Olympia, WA
- Chehalis Mixed Use, (Ground floor pharmacy and market
rate apartments above) | Chehalis, WA



Roussa Cassel AIA, CPHB | Artisans Group Chief Operating Officer

With a background in high performance residential, hospitality, and health care design; Roussa has the broad experience and technical expertise to successfully perform a wide range of complex projects. Her focus with any project is to provide engaging successful environments for all building users. Her excellent communication and leadership skills allows her to collaborate with diverse groups of people and help them reach their goals. Roussa serves on the Design Review Board for Olympia and is passionate about good design and the role it plays in vibrant communities. She has been the recipient of design awards and has had the pleasure of guest lecturing for the University of Oregon School of Architecture and at The Evergreen State College.

Education

Master of Architecture,
University of Oregon, 2011

BA, Sustainable Design,
The Evergreen State College,
2005

Registration

AIA, Registered Architect

CPHB, Passive House Institute
of the United States (PHIUS)

NCARB, Certified Architect

LEED AP, United States Green
Building Council Accredited
Professional

Architectural Experience

- 2014 – Present | Principal, Lead Architect & COO,
The Artisans Group | Tumwater, WA
- 2011 – 2014 | Independent Designer | Olympia, WA
- 2008 – 2011 | Graduate Research Fellow |
University of Oregon Department of Architecture
- 2006 – 2008 | Architectural Associate |
Scherer Associates Architecture and Planning

Professional Awards

- 2017 City of Olympia Historic Preservation Award for
1945 Art Deco Building (222 Capitol Blvd)
- 2017 Professional Building Magazine 40 Under 40
- 2017 BIAW Excellence In Remodeling Best Commercial
Over \$250,000

Relevant Projects

- Chehalis Tribe Behavioral Health Center | Chehalis, WA
- Hirsch Holistic Medical Spa and Clinic | Olympia, WA
- Olympia Coffee Roastery and Cafe | Olympia, WA
- Dickerson's Mixed Use Building (Ground floor restaurant
with market rate apartments above) | Olympia, WA
- Bicycle Certified Passive House, multi-generational
custom residence | Olympia, WA
- Little General Retail Store and Deli | Olympia, WA
- Tâlicn Townhomes | Habitat for Humanity, Tumwater, WA
- Chelsea Farms Oyster Bar Restaurant and Expansion |
Olympia, WA



TREVOR COLBY | TPC DEVELOPMENT

Commercial Real Estate Broker, Developer

Dynamic and highly motivated professional with 25+ years of experience in the real estate industry. Proficient in real estate development, project management, financial modeling, and team development. Adept at driving successful projects through efficient planning, budgeting, and cost control. Possesses a strong ability to collaborate with all stakeholders to ensure successful project completion.

Education

Bachelor of Arts,
Central Washington University
1999

Experience

2002 – Present | Commercial Real Estate Broker, KCI Commercial

- Identify potential development sites and negotiate purchase contracts.
- Analyze market trends and develop strategies for acquiring and repositioning properties.
- Develop and implement construction budgets, timelines, and schedules.
- Oversee all aspects of construction, including hiring contractors, purchasing materials, and monitoring progress.
- Analyze financial performance of projects and adjust strategies accordingly.
- Prepare detailed reports and presentations for clients and investors.
- Develop relationships with local government officials, lenders, and other stakeholders.
- Negotiate leases and other agreements with tenants.
- Monitor and manage the day-to-day operations of properties.
- Remain informed of local, state, and federal regulations related to commercial real estate development.

2017- Present | TPC Development

- Identify potential development sites and negotiate purchase contracts.
- Analyze market trends and develop strategies for acquiring and repositioning properties.
- Develop and implement construction budgets, timelines, and schedules.
- Oversee all aspects of construction, including hiring contractors, purchasing materials, and monitoring progress.
- Analyze financial performance of projects and adjust strategies accordingly.
- Prepare detailed reports and presentations for clients and investors.
- Develop relationships with local government officials, lenders, and other stakeholders.
- Negotiate leases and other agreements with tenants.
- Monitor and manage the day-to-day operations of properties.
- Remain informed of local, state, and federal regulations related to commercial real estate development.



KHALID CHAUDHRY | Essence Hotel Group CEO & President

Khalid has more than 22 years of experience in building, renovating, and managing profitable hospitality businesses that include restaurants and hotels. He is very skilled in performance management, staffing, training & coaching, regulatory compliance, financial & strategic planning, process improvement, problem solving, quality management, purchasing & inventory control, and cost reduction strategies.

Education

British Columbia Institute of Technology, Burnaby, B.C., Canada

Diploma in Financial Management—Graduated with honors

Diploma in Business Management—Graduated with honors

Diplomas equivalent to U.S. Bachelor of Science degrees

Completed Canadian Securities Stockbroker Course
Certified in Financial Management (FMGT), Business Management (BMGT), and Securities/Stock Broker

Community Support

Volunteer Member of Humanity First Nonprofit Organization & Ambassador of Washington Chapter

Experience

- 2018 – Present | CEO & President - Essence Hotel Management Group
- 2008–Present | Super 8 Motel & Baymont Inn & Suites, OH
- 2005–2016 | Tim Horton’s Restaurants, Dayton, OH
- 2001–2005 | Stuckey’s, Arkadelphia, AR

Relevant Projects

- Fairfield Inn and Suites by Marriott | Dupont, WA:
Directed ground – up construction of Fairfield Inn, start-to-finish renovation of motel and restaurant, and ground-up construction of second restaurant. Managed day-to-day business to achieve profitable operation of all facilities. Built loyal and repeat clientele. Earned high regional and national rankings for superior performance across all facets of management as well as guest satisfaction.
- Baymont Inn & Suites | Huber Heights, OH
Franchisee / Owner of profitable 61-rooms Baymont Inn & Suites hotel plus meeting, laundry, and breakfast facilities. Employ 10 people and produce annual revenue of \$1.8 mil. Managed \$800K renovation that included replacing all furniture and fixtures.
- Super 8 | Dayton, OH
Franchisee / Owner of profitable 89-rooms Super8 hotel plus meeting, laundry, and breakfast facilities. Employ 12 people and produce annual revenue of \$1.4 mil. Managed \$950K renovation that included replacing all furniture and fixtures. Recruited, hired, and trained 10 new staff members.



EDWARD J. BROOKS | SUNSET PACIFIC CONTRACTORS General Contractor

Ed Brooks has over 48 years of construction experience with Sunset Pacific General Contractors, Inc., in commercial projects from single story to 12 story structures, in scale from 5,000 to 550,000 square feet. Projects include, Retail strip malls, office buildings, medical offices and specialized facilities (MRI & other imaging), hospitality, financial institutions, tenant improvements, industrial parks, self storage, prisons, multifamily housing, federal military installations (Army, Navy, Air Force), City, County and State facilities to including schools, libraries, courthouses and offices.

Ed has 28 years of commercial development in the retail, office and industrial arena to include new ground up developments as well as existing product redevelopment. Developed over 38 projects for personal investment as well as fee development. Well versed in overcoming development obstacles, entitlement process and jurisdictional regulations.

In his current role as Principal at Bamboo Property Management, he has 18 years of property management focused in retail and office product with expertise in accounting funds management, asset management and tenant relations.

Experience

- President, Sunset Pacific General Contractors, Inc. 1990 - Current
- Managing member, Bamboo Property Management 2005 - Current
- Vice President, Sunset Pacific General Contractors, Inc. 1980 - 1989
- Field carpenter & Superintendent 1972 - 1979
- Former Chairman of the Board, Rainier Pacific Bank and Rainier Pacific Financial Group (RPFG)
- L.L.C. and T.I.C. Entities - Managing Member
- Bamboo Property Management - Principal

Education

Tacoma Community College,
Tacoma, Washington

The Amos Tuck School of
Business, Dartmouth College,
AMBEP Program 1994 & 1995,
Hanover, New Hampshire

Associated General Contrac-
tors, Advanced Management
Program, Dallas, Texas 1997

Enlistments

Tacoma Narrows Rotary
1985 - 2001

Associated General Contrac-
tors of Washington
1986 - Current

Tacoma Executives Associa-
tion 1996 - 2000

Sales and Marketing Execu-
tives of Tacoma 1994 - 2001

Rainier Pacific Foundation -
2003

Tacoma Community College
Foundation 2006 - 2011

REFERENCES

“Artisans Group listens to our needs and recognizes that everyone deserves affordable, energy efficient housing regardless of income level. They take the time to understand our vision and stretch our dollars without compromising on the quality, efficiency or end product. They are responsive, collaborative, and creative in making our projects come to life.”

Carly Colgan
South Puget Sound Habitat for Humanity
Chief Executive Officer
carly@spshabitat.org
1216 2nd Ave SW, Tumwater 98512
360-956-3456 Ext. 116

“The Artisans Group was very creative and collaborative working with the Cities of Olympia, Lacey and Tumwater to provide multiple designs of accessory dwelling units. They produced quality building plans that have been approved by each City and are available for residents to use on their properties.”

Leonard Bauer
City of Olympia
Community Planning & Development Director
lbauer@ci.olympia.wa.us
PO Box 1967, Olympia WA 98501
360-753-8206

“At Homes First, we love working with everyone at Artisan’s Group. Tessa and Roussa are totally invested in building community and it shows in the care her team takes in supporting the work local nonprofits are doing to try and increase housing for those in our community who struggle most to find and keep a home.”

Trudy Soucoup
Homes First
Chief Executive Officer
ceo@homesfirst.org
5203 Lacey Blvd SE Ste. A, Lacey WA 98503
(360) 236-0920