



**WSCJTC – 19010 1st Ave.  
South, Burien, WA 98148**

DLR Group  
Date of Submission:  
08.10.2023 | 2:00 PM



DLR Group inc.  
a Washington Corporation  
51 University Street, Suite 600  
Seattle, WA 98101

August 10th, 2023

State of Washington  
Department of Enterprise Services - Facility Professional Services  
Attn: Jeff Gonzalez

Re: Washington State Criminal Justice Training Commission (WSCJTC) Relocation - Expansion  
Project No. 2023-500

Dear Members of the Selection Committee,

As the nation's leading Justice+Civic design firm and one with a portfolio of training facilities where we can put our pedagogical design acumen to good use, and numerous successful pre-designs for the Department of Enterprise Services, we can imagine few projects where so many of our passions would intersect. Thus, we are grateful for the opportunity to respond to this request for qualifications and hope that the information in this submittal demonstrates our commitment to enhancing the daily lives of staff, stakeholders, and the Criminal Justice Training Commission community.

The team we've assembled for this project – which includes Abercrombie Planning & Design, renowned worldwide for its operations and evidence-based understanding of law enforcement training regiments – is well-suited to respond to the needs and challenges of this project:

**Understanding the site.** We have already toured and documented the WSCJTC campus in Burien, and our integrated engineering team has extensive experience with facility assessments across the metro area. That analysis and assessment will complement the training planning and classroom design programming, giving DES a holistic pre-design report that will help the Department plan for future solicitations and capital outlays.

**Capital budget experience you can count on.** Our team has a history of successful pre-designs for a variety of Washington State Department of Enterprise Services clients, but most importantly we've delivered on training facilities for agencies across the nation – we know this project type inside and out. We appreciate that state capital construction projects happen in stages, and we can deliver you programs, pre-designs and budgets that will lead to Legislative approval and life-cycle costs you can plan for.

**Campus educational/training acumen.** Responding to the pedagogical elements of the CJTC mission, we're including our higher education planner and Seattle-based Principal Jaclynn Eckhardt, who will consult with the criminal justice and public safety design leadership of Jake Davis and Tommy Abercrombie to incorporate the classroom standards and technology used in modern pedagogical environments across Washington and the Pacific Northwest to the planning of the WSCJTC Main Campus expansion pre-design.

DLR Group's design focus is based on elevating the human experience. Through collaboration with our clients and team members we create lasting, uplifting and sustainable environments. It is our people whom you will depend on. Our core team has developed creative and successful solutions for DES and law enforcement agencies across the state in the past, and we are eager to do so again. We look forward to supporting you and your project Stakeholders and welcome the opportunity to discuss the project further during our interview.

Sincerely,  
DLR Group

Kent Larson, AIA, LEED AP  
Principal | Principal in Charge  
o: 503-274-2675  
e: klarson@dlrgroup.com



STATE OF WASHINGTON  
DEPARTMENT OF ENTERPRISE SERVICES

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

## Consultant Selection Contact Form

### Designated Point of Contact for Statement of Qualifications

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

Firm Name: <a href="#">DLR Group inc., a Washington Corporation</a>		
Point of Contact Name & Title: <a href="#">Kent Larson, Principal in Charge</a>		
Email: <a href="mailto:klarson@dlrgroup.com">klarson@dlrgroup.com</a>	Telephone: <a href="tel:503-274-2675">503-274-2675</a>	
Address: <a href="#">51 University Street, Suite 600</a>		
City: <a href="#">Seattle</a>	State: <a href="#">WA</a>	Zip: <a href="#">98101</a>



Swinerton - Golden West College Criminal Justice Training Center  
Huntington Beach, CA

## Executive Summary

### Criminal Justice and Public Safety Training Design Philosophy and Approach

For this important planning effort for expanding WSCJTC's training capabilities and providing the Department of Enterprise Services a Pre-Design Report, this effort will be led by the Seattle team of DLR Group, whose brand promise is to **elevate the human experience through design**. With our deep criminal justice experience and local public safety and training projects, and a long history of servicing DES on critical design efforts, along with our long-standing partnership with Abercrombie Planning & Design (APD) for its operations and evidence-based understanding of law enforcement training regimens world-wide, we feel we are well-suited to this challenging assignment. DLR Group and APD have partnered on key training planning across the United States for major training entities, including recent projects on the West Coast.

To be even more responsive to understanding the pedagogical elements of the CJTC mission, our higher education planner and **Seattle-based Principal Jaclynn Eckhardt will consult with the criminal justice and public safety design leadership of Jake Davis and Tommy Abercrombie**. Together, they'll bring classroom standards and technology that is used in modern educational environments across Washington and the Pacific Northwest to the planning of the WSCJTC Main Campus expansion pre-design.

DLR Group brings to each project a philosophy founded on the principles of evidence-based best practices and managing for training results. The team sets new benchmarks for excellence, going beyond the question of, "What kind of facility do you need?" and posing critical questions that define the spirit of public safety architecture and criminal justice training.

We will seek opportunities to increase operational efficiencies through design and on the Burien campus's rigid and outdated buildings and training flow. We will focus on business-driven design solutions that result in facility improvements and new training elements for the CJTC Burien campus that are sustainable in terms of mission, operations, and the environment. The true cost of a facility goes far beyond the initial capital costs of building it – we must optimize decisions by also considering long-term operations and maintenance costs. **Our architect Leon Holloway has already toured and documented the campus**, and our integrated engineering team has extensive experience with facility assessments across metro Seattle. That analysis and assessment will complement the training planning and classroom design programming, giving DES a holistic pre-design report that helps the Department plan for future solicitations and capital outlays.

The most critical advance in public safety training design is developing realistic training facilities that more closely reflect the sensory overload and critical thinking challenges faced by the responder.

DLR Group understands that with recruitment and retention issues posing a challenge for criminal justice and law enforcement, and a rise in violence, it is fair to say that training centers are the tip of the spear in confronting both issues. As a result, the team will design training facilities for CJTC to focus sharply on the training of new and existing staff for member agencies and to simultaneously reflect the local community and the simultaneous performance requirements encountered in an increasingly challenging service environment.

**Modern technologies have helped to advance and accurately simulate stress inoculation and sensory overload associated with an emergency event, bridging the gap between training and real-world environments.** For example, at the Chicago Joint Public Safety Training Center (one of our reference projects), DLR Group and APD worked together to design tactical buildings that have signature wood porches and alleyway garages ubiquitous in Chicago.



The team planned window boxes and flower planters to lend a sense of realism to the training. Real Chicago Transit Authority and Metropolitan Rail trains are part of a robust rail rescue trainer prop. It is designed to feel like a real scenario that firefighters and police officers encounter day-to-day. The DLR Group and APD partnership focuses on constantly improving realism so training environments look, smell, sound and feel just like they would on the job, right down to the durability of the pavements and plywood used in these training environments.

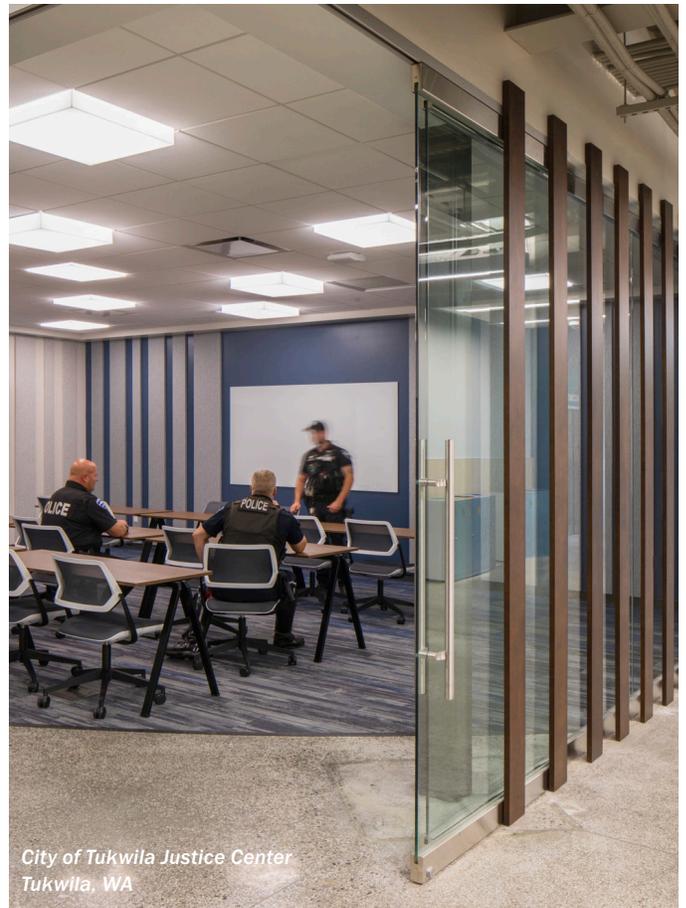
The team that DLR Group has assembled for the WSCJTC Relocation-Expansion that shows depth of experience designing multiple projects in Washington across a variety of facility types will support that Pre-Design process.

## Program Development and Master Planning

### Training Program Development

DLR Group will establish a Training Program Steering Committee (TPSC), consisting of those who can assist with gathering and reviewing information required to produce the Training Program. The team will review:

- Current and projected enrollment/throughput
- WSCJTC capital and functional needs study
- WSCJTC vision, mission, and educational goals
- Current training programs / specifications, as well as maxed and outdated training pedagogy.
- Approved policies and programs
- AHJ code requirements, International Association of Chiefs of Police (IACP), Peace Officers Standards and Training (POST), and other applicable training standards.



Together with the TPSC, DLR Group will draft a schedule for various stakeholder meetings and invite participants to provide input for the Training Program. These groups will consist of, but are not limited to:

- Administration
- Training and Education
- Technology
- Safety & Security
- Nutrition and/or other Support Services
- Representative(s) from other Stakeholder User Groups, such as Washington State Patrol, Department of Corrections, etc.

Upon completion of these stakeholder meetings, we will produce a draft of the Training Program, which will consist of the following elements:

- Enrollment capacity and standards
- Training program configuration and delivery
- Size, space types and adjacency requirements
- Description of functions and uses
- Connectivity
- Special considerations
- Finishes, furniture and equipment requirements.

The draft Training Program will be reviewed by the TPSC and participants from the stakeholder meetings. Once comments are collected and implemented, the final Training Program will be produced. DES and WSCJTC leaders, including any other appropriate authorities, will approve and adopt the Training Program.

## **Pre-Design Master Plan Development**

Throughout the process DLR Group will progress toward a pre-design Master Plan, which will be designed as a “living” document, able to adjust to the changing needs of the WSCJTC for the foreseeable future. We will assess a CJTC relocation strategy and a phased approach to improvements at the CJTC Main Campus:

01. Research and Discovery – Will include the WSCJTC Core and Aspirational Values, history, current statistics, trends, mission and makeup of the forum of key stakeholder representatives, and a description and overview of the master planning process.
02. Community Outreach – Will include the description of the outreach process and efforts, documentation and summary of the findings, and a matrix of the priorities from the various outreach groups.
03. Training Program and Specifications – Will include the description of Training Program and Specifications goals and processes, spatial requirements and relationships, design and material standards, and other applicable training standards.
04. Master Plan – Will include existing site plan and campus description, summary of facilities assessments, proposed campus master plan, conceptual designs, and a cost analysis.
05. Finalization & Implementation – Will include the description of the process and purpose, list of elements with priorities and an approach to construction phasing.

# Qualifications of Key Personnel

Identify specific individuals and sub-consultants for key positions and show interrelationships and reporting hierarchy for your proposed team. Describe how each individual's professional experiences are relevant and bring value to the project. Provide proposed percentage of time that the Owner intends to assign each individual or sub-firm to the Project.

## Team Structure



### Leadership

<p>Kent Larson, AIA, LEED AP Principal in Charge 50% involved</p>	<p>Jake Davis, AIA, LEED AP Justice +Civic Training Expert 50% involved</p>
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### Specialty Experts

<p>Dr. Tommy Abercrombie, NCARB, LEED AP BD+C Public Safety and Training Center Expert 50% involved</p>	<p>Jackie Eckhardt, AIA, LEED AP BD+C Education Planner 20% involved</p>
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### Design & Support

<p>Leon Holloway, NCARB, LEED AP BD+C Project Manager 50% involved</p>	<p>William Ragland, PhD, PE, SE Engineering Leader / Structural Engineer 20% involved</p>
<p>David Giamalis, NCARB, LEED AP BD+C Integrated Design Leader 30% involved</p>	<p>Sean Avery, PE, LEED AP Electrical Engineer 20% involved</p>
<p>Joe Llona, PE, LEED AP Mechanical Engineer 30% involved</p>	<p>Matthew Wiggins Cost Estimator <i>Wiggins Preconstruction Services</i> 10% involved</p>

**Kent Larson,** AIA, LEED AP  
Principal | Principal in Charge



Kent is one of DLR Group’s most skilled and experienced team members. He has built a reputation for attention to detail in constructability, and for his ability to work with contractor and consultant team members for efficient project delivery.

**Select Experience**

- City of Tigard Police Station and City Hall Replacement; Tigard, OR**
- Oregon State Police Springfield Area Command Design-Build Services; Springfield, OR**
- Benton Co. Justice Predesign for Criminal Justice System Improvements; Corvallis, OR**
- Salem Police Station; Salem, OR**
- Crook County Public Safety Facility; Prineville, OR**
- Skagit County Community Justice Center; Mount Venon, WA**

**Education**

**Bachelor of Architecture**  
University of Minnesota

**Registration, Accreditations, Affiliations**

Architect: OR  
NCARB Certified  
American Institute of Architects  
LEED Accredited Professional

**Jake Davis,** AIA, LEED AP

Principal | Justice+Civic Training Expert



Jake is a dedicated public safety design expert, who has devoted a significant portion of his career dedicated to the programming and design of law enforcement and other secure and training facilities across the US. He has participated in all phases of the development, construction, and operations of numerous public safety facilities. Integration of sustainable design into public safety facilities has been a hallmark of his career, having managed the design of the Orland Park Police Headquarters, which was at the time of its completion, the first LEED Gold police facility in the US.

**Select Experience**

- Golden West College; Huntington Beach, CA**  
Criminal Justice Training Center
- Public Building Commission of Chicago; Chicago, IL**  
Joint Public Safety Training Center
- City of Salem; Salem, OR**  
New 105,000 SF Police Station
- Marysville Civic Center; Marysville, WA**  
101,000 SF Civic Campus Downtown Redevelopment
- Will County; Joliet, IL**  
New 87,000 SF Public Safety Complex
- Tukwila Justice Center; Tukwila, WA**  
New 47,000 SF Public Safety Complex
- Oregon State Police Forensic Lab and Medical Examiner Facilities; Portland, OR**  
New 67,000 SF Remodel and Addition

**Education**

**Master of Architecture,**  
Tulane University

**Registration, Accreditations, Affiliations**

Registered Architect: IL, MN  
NCARB Certification  
American Institute of Architects  
AIA Academy of Architecture for Justice  
U.S. Green Building Council

**Jackie Eckhardt,** AIA, LEED AP BD+C  
Principal | Education Planner



Jackie’s background in architecture, campus planning, and capital management give her a deeper understanding of how to effectively meet the institutional needs of today with the flexibility to address the unknowns of tomorrow. Jackie works to understand any unique needs and how those needs translate to a design solution that meets the needs of the project while elevating the experience of stakeholders.

**Select Experience**

**Department of Enterprise Services; Olympia, WA \***  
Helen Sommers Building Basis of Design  
New facility in the west Capitol Campus, serving OFM, WSP, LEAP, JLARC and other tenants.

**Bellevue College; Bellevue, WA\***  
10-Year Campus Master Plan

**Central Washington University; Ellensburg, WA**  
Multi-Cultural Center predesign for a critical campus community hub to meet needs for culturally sensitive and inclusive academic environments.

\* completed in prior association

**Leon Holloway,** NCARB, LEED AP BD+C  
Senior Associate | Project Manager



With over 15 years of experience, Leon is a Project Manager who isn’t afraid to ask hard questions in pursuit of excellence. Leon has worked on ten public safety projects in the Pacific Northwest alone, providing vision and goal setting, programming, and execution of project documents. Leon’s cross-sector experience and contributions to community conversations elevate the architect’s role in design equity.

**Select Experience**

**Maple Lane Correctional Center, Minimum Security Renovation; Centralia, WA**  
Conversion of maximum juvenile facility to women’s transitional housing facility.

**King County Emergency Services; King County, WA**  
Emergency contract with King County to provide essential services, including homeless shelter renovations and the design of 1,400 quarantine, assessment, and recovery beds in various communities during the COVID-19 pandemic.

**William Ragland,** PhD, PE, SE  
Principal | Engineering Leader / Structural Engineering



William is our dedicated leader in upgrading structural systems. He continually looks for new structural design solutions to make the most efficient and cutting-edge designs come to life. An avid proponent of BIM, he looks for ways to integrate the design team and the latest building design technologies. William excels at complicated renovation projects that require a high level of multi-discipline collaboration to develop the design solution.

**Select Experience**

**Oregon State Police Forensic Lab and Medical Examiner Facilities; Portland, OR**

**Mt. San Jacinto College Menifee Valley Campus; Menifee, CA**  
Math and Science Building

**Crafton Hills College; Yucaipa, CA**  
Performing Arts Center

**Oregon State University; Corvallis, OR**  
Whyte Track & Field Center

**Long Beach City College; Long Beach, CA**  
Music and Theater Building

**David Giamalis** NCARB, LEED AP BD+C  
Senior Associate | Integrated Design Leader



David is a Washington State registered electrical engineer with a broad range of experience in multi-market sectors, from education to civic to workplace clients across the country. He enjoys working shoulder-to-shoulder with teams to connect the dots of design from the electrical engineering perspective, resulting in efficient, holistic solutions all aimed to improve the lives of the end-user and the surrounding community.

**Select Experience**

**The Boeing Company; Multiple Locations**  
Customer Delivery Center; Seattle, WA  
4-88 Medical Security Building; Everett, WA  
9-96 Print and Lab Relocation; Seattle, WA  
10-20 1st & 7th Floor Refresh; Seattle, WA  
18-62 New IT& C Lab; Seattle, WA  
Bellevue Office Upgrades; Bellevue, WA

**Google, LLC; Fremont, Kirkland, and Seattle WA**  
Over 650,000 SF of progressive office space, including 180,000 SF, LEED Platinum office

## Sean Avery, PE, LEED AP

Principal | Electrical Engineer



Sean's electrical engineering experience spans power, controls, and lighting. Sean is an expert in early modeling and analysis (daylighting, climate, thermal performance, etc.) to inform the development of effective passive design strategies, followed by the design of energy-efficient systems to ensure user comfort, wellbeing, and effectiveness.

### Select Experience

**Marysville Civic Center; Marysville, WA**

**The Portland Building Reconstruction; Portland, OR**  
Comprehensive reconstruction of a 15-story high-rise historic building.

**The Boeing Company; Multiple Locations**

Over 25 projects across the country including office spaces, delivery centers, labs, static test facilities, model shops, factory spaces, and amenity spaces.

**Google, LLC; Kirkland, and Seattle WA**

Over 650,000 SF of office space, including 180,000 SF, LEED Platinum office

## Joe Llona, PE, LEED AP

Senior Associate | Mechanical Engineer



Joe has expertise in conceptual design, system selection, load and energy calculations, cost estimates, working drawings, specifications, construction administration, and system start-up for many types of facilities. His specialties include sustainable design; energy studies; value engineering studies; central heating and cooling plants; distribution systems; fire protection.

### Select Experience

**Benton County Justice Facility MEP Upgrades Phase II; Kennewick, WA**

Full site assessment, remediation strategy for funding, and implementation to repair faulty plumbing systems operations.

**King County Correctional Facility Repipe; Seattle, WA**

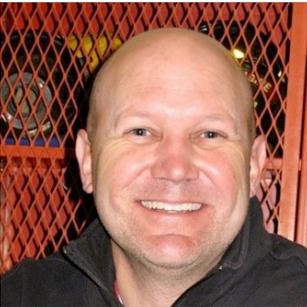
Emergency contract for full re-pipe of domestic water piping in a 17-story facility

**City of Tukwila Justice Center; Tukwila, WA**

New 47,000-SF building housing police, courts, probation, and emergency operations center.

## Tommy Abercrombie, NCARB, LEED AP BD+C

Principal and Owner, Abercrombie Planning and Design | Public Safety and Training Center Expert



Tommy Abercrombie, Ph.D., is a retired firefighter and internationally known public safety training facility design expert from Fort Worth, Texas. He retired from the Fort Worth Fire Department in 2019 with over 29 years of professional experience in the fire service.

### Select Experience

**Fort Worth Police and Fire Headquarters / Public Safety Training Center; Fort Worth, TX**

**Chicago Joint Public Safety Training Facility; Chicago, IL**

**Prince George's County Police / Fire Training Center; Upper Marlboro, MD**

**Hayward Fire Department / Chabot College Training Center; Hayward, CA**

**Montgomery County Public Safety Training Center Academy; Gaithersburg, MD**

**Ventura County Driver Training Facility; Ventura, CA**

## Matt Wiggins

Principal, Wiggins Preconstruction Services | Cost Estimator



Matt is a seasoned professional in the construction industry with over 18 years of experience as an estimator and preconstruction manager. His expertise and attention to detail have established him as a trusted expert in the construction cost estimating field, earning the respect of his peers and clients alike.

### Select Experience

**Benton County Justice Facility MEP Upgrades Phase II; Kennewick, WA**

**Lane County Adult Corrections Upgrades; Eugene, OR**

**WA State Department of Children, Youth & Families 10-Year Facility Master Plan; Seattle, WA**

**City of Lacey Law Enforcement; Lacey, WA**

**Lynnwood Justice Center Phase II, Police/Jail Parking; Lynnwood, WA**

# Relevant Experience

*Discuss projects your firm has undertaken of similar scope, size and complexity within the past five to eight years. Describe attributes of past projects that have met goals similar to the Owner's goals for this project. Identify delivery methods for each project.*

## Golden West College Criminal Justice Training Center

Huntington Beach | Golden West College

Golden West College's Criminal Justice Training program required new and expanded facilities to support its growing program. The challenge on this project was to take the existing basis of design criteria package and improve upon it, innovate, and, more importantly, streamline operations. DLR Group's design for the facility improves the process of training from the most academic, classroom-based environment to the most intensely practical training, while simultaneously providing an insular, intensive, dedicated environment on the main level for police academy students and a delineated second level that could cater to general GWC students with interest in police training classes, while not mixing the two diverse groups.

This new 43,600 SF two-story building includes classrooms, locker rooms, training rooms, simulation labs, fitness lab, ready room, mat room, armory, scenario labs, an administration suite and multi-purpose room.



**Client:** Ron Lowenberg, Dean, Criminal Justice Training Academy (Retired) **Current:** Manager, Internal Investigations & Review Diocese of Orange Pastoral Center  
**Phone:** (714) 282 3015 **Email:** rlowenberg@rcbo.org

**Delivery Method:** Design-Build **Completion date:** March 2018  
**Project Budget:** \$24.6M **Completed Costs:** \$29.1M (owner added scope and unforeseen conditions)

### Project Relevance

- Multi-Agency Training Center
- Public Safety / Criminal Justice
- Design-Build
- Existing Campus

## City of Chicago Joint Public Safety Training Center

Chicago, IL | Public Building Commission of Chicago

After touring facilities across the country, the Public Building Commission of Chicago realized their first responder training facility, currently housed in an old high school, was inadequate. The client wanted to create a state-of-the-art campus that would strengthen their capability to train new and current first responders. DLR Group worked closely with the Public Building Commission and representatives from the Chicago Police Department (CPD), Chicago Fire Department (CFD), and their training consultant to design a layout that would be scaled appropriately for their needs and budget.

The scope of phase II, located on a redevelopment site in the Near West Side of Chicago, involved designing a variety of simulation buildings and props for both police and fire, including: a 6-story burn tower, collapse prop, technical rescue prop, train and rail prop, driver training course, hazmat area, and auto extraction area. The CPD Tactical Taxpayer Block 1, CFD Tactical Taxpayer Block 2, and CPD Walk-Ups were designed to look like city streets, walk-up apartments, and alleyways in Chicago to allow for realistic training scenarios. DLR Group provided architecture services.



**Client:** Kerl LaJeune, Deputy Director of Planning & Design, Public Building Commission of Chicago **Phone:** (312) 744-9296  
**Email:** Kerl.LaJeune@cityofchicago.org

**Delivery Method:** Design-Build **Completion date:** July 2023  
**Project Budget:** \$170M **Completed Costs:** \$170M

### Project Relevance

- Joint Public Safety Training Facility
- Public Parking
- Design excellence of a public facility in urban setting
- High quality construction project delivered on budget/time

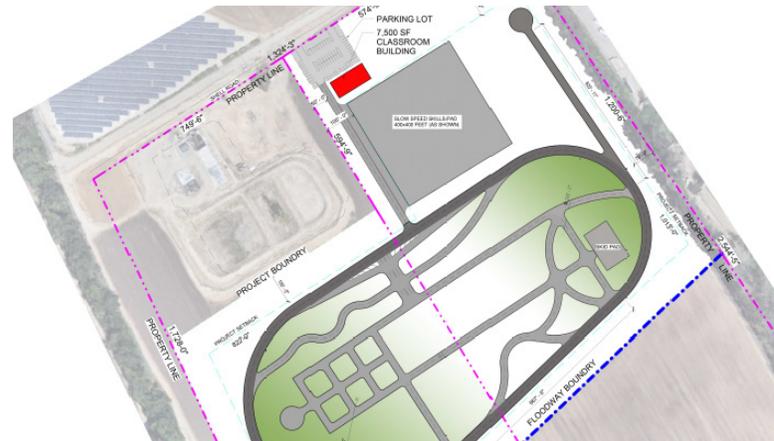
## Ventura Sheriff Driver Training Facility

Ventura, CA | County of Ventura

DLR Group and Abercrombie Planning & Design collaborated with Ventura County Public Works and the Ventura County Sheriff's Department to plan a driver training facility for the sheriff's staff. Currently driver training takes place at a variety of locations around the county, often at other owners' discretion, which doesn't match up with a new California Peace Officer Standards and Training (POST) requirement that driver training must be behind the wheel of an actual vehicle, versus meeting the training requirement with virtual driver training devices.

The site for the training study was identified as the property directly south of the Todd Road Jail in Santa Paula, California. This 62-acre parcel is flat, graded farmland, currently undeveloped other than a solar array and stormwater utility and is already secure to sheriff and jail personnel. Part of the site is in the floodplain of the Santa Paula River, but roadway is allowed to be in floodplain, so long as it stays out of the floodway.

The layout for the Emergency Vehicle Obstacle Course (EVOC) takes into account the best practice EVOC needs for high-speed straights, along with curves, a tactical village layout, simulated rail crossings, and a cul-de-sac area to provide a variety of training challenges to drivers. The large track is adjacent to a 400' by 400' concrete pad for fire department training, as well as skid pan training for sheriff and police staff.



**Client:** Brian D'Anna, Deputy Director, Dept. of Public Works, County of Ventura  
**Phone:** (805)654-2025 **Email:** brian.danna@ventura.org

**Delivery Method:** Design-Build **Completion date:** Study completed April 2022

**Project Budget:** \$20M (projected) **Completed Costs:** \$20M (projected)

### Project Relevance

- Training / Education Facility
- Public Safety
- Active Campus
- Design-Build

## Marysville Civic Center

Marysville, WA | City of Marysville

Marysville Civic Campus is an ambitious redevelopment project that brings together Marysville citizens, civic functions, and public events in an important community gathering spot. The phased master plan includes a community center, city hall, police, courts, jail, and firing range. DLR Group partnered with local Architect of Record, Botesch, Nash & Hall Architects to deliver the Phase 1 Public Safety Complex, anchoring the site at the edge of the City's historic Comeford Park. The public safety complex includes a police and courts building as well as the city jail. Outside, a central public plaza hosts farmers markets and community events. Deep interaction with City staff and commissioners during planning and design resulted in a design aesthetic that reflects Marysville's vision for the future. The public safety complex's police station supports 55 officers serving one of the nation's fastest growing communities. On-site facilities include records, administration, investigations, patrol, armory, evidence, and training spaces.

DLR Group provided planning, programming, design, interiors, mechanical, electrical, structural engineering, high performance building optimization, wayfinding, and experiential graphics with BNH as architect of record.



**Client:** Andrew Hall, President, Botesch Nash & Hall Architects  
**Phone:** 425/259-0868 **Email:** andy@bnharch.com

**Delivery Method:** Design-Bid-Build **Completion date:** December 2022

**Project Budget:** \$47.6M **Completed Costs:** \$53.8M (owner requested scope changes)

### Project Relevance

- Civic Campus
- Public Safety
- Design Multiple Agencies/ Stakeholders
- WELL Building (in progress)
- LEED Silver (in progress)

## Fort Worth Police and Fire Headquarters / Public Safety Training Center

Fort Worth, TX | City of Fort Worth

Planning for a new police and fire training center and headquarters had been ongoing for over 5 years with little in the way of progress. Estimates for the project were in excess of \$250 million, and requirements for land had grown increasingly, forcing consideration of sites far from the center of this rapidly growing city. When Tommy took over the project as the city's owner representative, he reexamined training needs and requirements and discovered the cost of the project had ballooned based on old information and outdated approaches to training and training facilities. By repurposing two historic federal depot warehouses and the adjacent acreage near the city core, the project gained over 500,000 square foot of usable space at a drastically reduced cost to the city. Modern training and building systems allowed for increased training effectiveness with less cost to the user.

The resulting facility includes state-of-the-art police training areas including 4 indoor weapons ranges, a realistic 40,000 square foot indoor tactical training village, emergency vehicle driving course, bike officer course, driving and live fire simulation rooms and a large defensive tactics area. Fire training areas include a 40,000 square feet warehouse, an eight-story high-rise trainer, a two-story residential Class A burn building, a unique urban search and rescue training area, and a dive rescue training pool.

## Hayward Fire Department / Chabot College Training Center

Hayward, CA | City of Hayward

The Hayward Fire Department partnered with Chabot College to design and build a new fire training center in conjunction with a new fire station for the City of Hayward. The \$65 million facility includes a working fire station connected to classroom and offices for both the fire department and Chabot College. The live fire training areas include a propane fired garden apartment and a three-story class A Victorian style residential bur structure. The facility also includes a Cessna aircraft fire and a collapsed structure for USAR that also includes a elevated Train Car rescue scenario.

Abercrombie Planning+Design is the public safety training facility designer for the project that included a study of the prior facility, masterplan for the new facility, and design for the facility to be completed June 2023.



**Client:** Mark Rauscher, Assistant Fire Director, City of Fort Worth  
**Phone:** (214) 662-2148 **Email:** mark.rauscher@fortworthtexas.gov

**Delivery Method:** Design-Build **Completion date:** 2015

**Project Budget:** \$250M **Completed Costs:** \$107M

### Project Relevance

- Active Campus
- Public Safety / Justice / Training / Education Center



**Client:** Garrett Contreras, Chief, Hayward Fire Department  
**Phone:** (510) 774-0090

**Email:** garrett.contreras@hayward-ca.gov

**Delivery Method:** Design-Bid-Build **Completion date:** June 2023

**Project Budget:** \$75M **Completed Costs:** \$75M

### Project Relevance

- Design-Build
- Active Campus
- Public Safety / Justice / Civic
- Training Education Center

# Life Cycle Cost Analysis

*Describe the Proposer's experience with utilizing the Office of Financial Management's (OFM) 'Life Cycle Cost Tool' (or similar process) for project analysis and decision making during the predesign effort and as design progresses.*

## Balance Project Goals and Approach Budgets Holistically

At DLR Group, life cycle costing includes robust energy studies early in the planning process, comparing competing interests to find solutions that can have a more substantial and holistic impact. These choices are also evaluated by other standards like human impact to holistically balance project goals.

DLR Group has used the WA OFM Life Cycle Costing Tool and C-100 form on numerous projects, including the Echo Glen Children's Center Housing Unit 4 and Academic Building, Washington State Reception Center, and the Green Hill School Activities and Wellness Center.

### Process

Life cycle analysis considers building performance through the life of the building, and includes maintenance and replacement costs in the decision making. Operating, maintenance, and replacement costs are often left out of the project budget, but decisions made with these criteria in mind can tailor the facilities' future budget overall. These costs are evaluated throughout the design process decision making to maximize value for the owner and take the first costs further. Our team evaluates multiple concepts including envelope, lighting, and mechanical systems to quantify performance through the life of the building. These studies are done early to leverage overlapping effects between integrating systems.

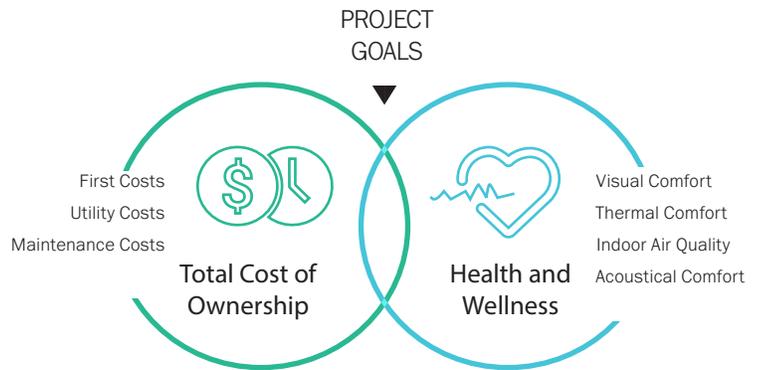
This report will be incorporated with data from our cost estimating partner that is familiar with the State's LCCA documentation and C-100 formats.

### Evaluating Investment Options

All energy simulations and results lead to the development of three tailored packages: low-cost, minimum investment, and maximum investment. These packages are distinct pathways to meet minimum and stretch owner goals. The team also works to identify system options that provide additional value and help select the bundle that best fits the end goal.

### Predesign

Our team works with the owner to evaluate existing building performance from an energy and occupant performance standpoint to lay out a process for the project that maximizes value holistically.



In addition to operating and maintenance costs, our team will evaluate the bigger picture of carbon emissions including embodied energy and operations. Our integrated design team specializes in planning towards a net zero future.

### Team

Using life cycle cost analysis as a decision making and design tool requires a deep understanding of passive design as well as engineering systems and their integration. Our integrated design team includes Architects, Engineers, and Performance Design Engineers who specialize in just that. We evaluate innovative solutions that not only meet the set criteria but also enhance the performance of the space through improved occupant comfort (visual, thermal, acoustic, air).

DLR Group performance analysts serve as core members in both the engineering and architecture teams because of the deep impact that energy modeling will have on the final design.

### Operational Cost

Another component of life cycle cost analysis is the ongoing operational costs that include staff, consumables, ongoing improvements, and the like. DLR Group has completed 20-, 30-, and 50-year whole cost analyses on a number of state and local projects. This is especially critical for predesign because it allows decision makers to consider the operational long-term costs as those are the costs that burden tax payers for the life of the facilities.

# Sustainable Design Experience

*This project will achieve a minimum LEED silver certification. Explain the Proposer’s philosophy and approach to sustainable design. Identify examples of strategies the Owner might consider to successfully direct the project to achieve LEED Silver or better certification.*

## LEED Existing Building, Sustainability, and Energy Conservation Experience

Sustainability has moved beyond a resource conservation movement to include climate change, human health and well-being, resilience, regeneration, and ecosystem integrity. This broader definition of sustainability requires teams to process competing design parameters to provide a holistic solution that values the health of end-users and communities. We are thinking beyond the building.

Our accomplishments in sustainable design include awards and recognitions from the AIA Committee on the Environment (COTE), over a million square feet of net-zero ready facilities, LEED certification of over 300 projects, and ongoing research and development programs to advance sustainable design solutions.

Sustainable, resilient buildings start with a team committed to deep engagement. DLR Group offers experts with the skills, engagement tools, and knowledge of established and innovative technologies to provide you the best solutions.

With hundreds of employee-owners accredited in LEED, WELL, Green Globes, Fitwel, RESET, and International Living Futures Institute, our interdisciplinary team of architects, engineers, planners, interior designers, and other specialty experts have the expertise to support your project’s sustainability goals.

### LEED Certified Projects



300+

LEED Projects

08	Platinum
84	Gold
100	Silver
33	Certified
77	Pending

### Accredited Professionals

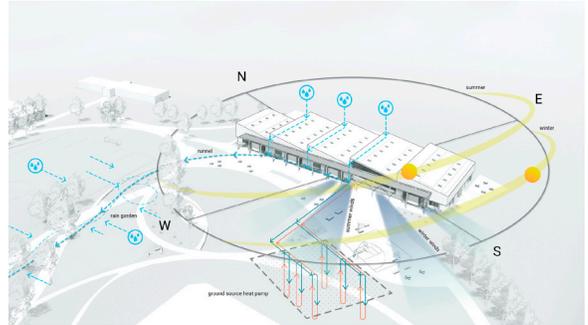


40+



250+

### First E.O. 18-01 New Construction Project for DES



DLR Group’s integrated design/engineering team is developing one of the first new construction projects under E.O. 18-01 – the Green Hill School Campus Recreation Building. The early designs for the recreation building included a pool—one of the earliest net zero pools in the country. We developed a full building strategy to balance the loads and environmental impacts and provided the owner group with specific operating parameters.

### Sustainable Campus with



DLR Group’s design for this technology campus expansion offers modern workspaces, outdoor access, views, and community connection. The site, a remediated brownfield, now hosts a public park through a partnership with the City of Kirkland. A pedestrian bridge connecting the campus facilities spans the park, providing visual interest for the public and secure access to the facility. The project team established a planning framework with the City of Kirkland for urban scale integration including infrastructure and transit links, a multi-modal transportation network, and community access. A host of sustainable systems and materials solutions support the Phase II building’s LEED Platinum status and the client’s focus on environmental benefit tied to employee wellbeing.



Swinerton - Golden West College Criminal Justice Training Center  
Huntington Beach, CA

## Past Performance

*Describe the approach the Proposer might utilize to achieve and maintain Owner’s project scope, schedule and budget. Describe and provide examples of how the proposer successfully developed Owner’s project scope while staying within the proposed budget. Discuss tools and methods for scheduling projects for both design and construction. Show how the interrelationship of successful management of scope, schedule, and budget creates successful projects.*

### Methodology for Meeting Design Needs

#### Public Safety Design Philosophy

We consistently see the need for functional, flexible training operations that can adapt to change over time. Classroom and practical training operations buildings are important tools that students use in training for BLEA and CVA classes. This is particularly challenging on the WSCJTC Main Campus. Much like any other tool that a criminal justice officer uses in the field, the training center design needs to accomplish many different objectives that flex and grow with the student’s needs, and that include a facility and training staff holistic wellness approach:



The May 2019 issue of IACP Police Chief Magazine features an article written by DLR Group’s Jake Davis, titled, “Mind Shift in Public Safety Workspaces: Designed for Officer Wellness.” We are serious about improving health and wellness outcomes for public safety and criminal justice personnel, and we want to keep that goal in mind for all design decisions made by

our integrated team. We hope this dedication can help to achieve DES goals for updating or replacing the WSCJTC Main Campus.

Stressful work and a sometimes-combative sentiment from the public means that a facility like this and the training that takes place there must be a place where employees feel safe, secure, and at ease. The building layout should be convenient and well organized. More than that, it should welcome officers into their domain, while simultaneously welcoming the public and keeping unwanted threats out.

Training criminal justice officers is the moment that honors and reinforces the mission of being in law enforcement. The design of a training center should instill a sense of pride and serve as tools for recruitment and retention. A holistic wellness strategy is critical in today’s world, offering the possibility of driving better interactions in everything students and staff on the WSCJTC campus do.

Wellness is a multi-faceted strategy that includes:

- Acoustic control of spaces
- Color temperature of lighting that is tuned to shift workers
- Access to daylight and views
- Great indoor air quality with air monitoring
- Integrated socialization opportunities
- Mental health focus rooms

## Washington State Pre-Design Experience

DLR Group knows how to help you navigate the budgeting process to bring your project to fruition. We have completed the entire funding process, from Capital Project Request to completing the pre-design to designing the project, successfully. The following projects reflect our pre-design experience with the State.

GHS Recreation Building, Chehalis, WA

SCTF, Seattle, WA

EGCC Female Acute Mental Health Housing,  
Snoqualmie, WA

Washington Corrections Center - Expand Reception  
Center

Washington State Penitentiary

North Close Custody Expansion

South Close Custody Expansion

Replacement Warehouse

Washington State Penitentiary BAR Units Conversion

Coyote Ridge Corrections Center Predesign (Multi-  
Custody 2), including siting activities

In addition to the pre-design reports above, DLR Group has also worked with the state to provide the following studies:

Echo Glen Children's Center

Cottage 4 Acute Mental Health Conversion

Cottage 7 Training Space Conversion

Cottage 11 Transition Center Conversion

Green Hill School Recreation Building Replacement

IMU/Segregation Facilities Utilization Study

Special Commitment Center Population Projections  
Highest and Best Use Analysis

MCC Firing Range Study

WSP Expansion Project Profile Report

State-wide Health Care Master Plan

## Project Management

DLR Group's project management on any Washington State pre-design effort is guided by four key principles:

01. An excellent team must be created with people in all the core and specialty roles that will apply to the project's unique criteria.
02. A work plan must outline the information, decisions, and progress milestones needed in support of the work.
03. Responsible team leaders must be proactive in managing the process, looking ahead to anticipate the challenges, and reduce the risks early in order to adjust the process to maintain the desired results.
04. Members of the team must have experience with and understanding of DES' pre-design process and criteria to ensure a document that substantiates the requests to the Legislature.

DLR Group commits to hands-on involvement of core project leadership throughout the life of the WSCJTC Pre-Design Study, with the support of experienced staff in active collaboration with highly qualified consultants, such as APD.

This integrated approach optimizes cost-effective, high-performance strategies, and it brings all team members together with the belief that good ideas come from the whole team, and that we are all working for the good of the project. Our **Principal in Charge, Kent Larson**, will provide a single point of contact for DES, and will be assisted by **Project Manager, Leon Holloway** for day-to-day management of the project team, budget and schedule.

Kent and Leon will manage the Pre-Design with the ideal goal of no surprises. The cornerstones of our process will be proactive planning, frequent communication, and diligent tracking of issues.

Regular and clear communication is most effective when done through face-to-face meetings, with the support of emails, video/conference calls, weekly status updates and schedule updates. We will review issues from a detailed list, ensure progress is being made per the schedule, and identify questions far in advance so they may be addressed before they become challenges. Monitoring project progress with regard to schedule milestones and budget issues is essential, and one of the first steps on the project is to establish project goals and clearly define scope, budget, and schedule constraints. We involve all parties in this step to establish clear expectations for the life of the project.

## Coordination of Disciplines with a Core Team Focus

Our consultants play a very critical and active role in all phases of work. Coordination of their activities is also critical to project success. Our integrative relationship demands a consistent quality control approach to consultant coordination. Key activities to achieve this include:

- Frequent coordination meetings during development of the Pre-Design content and options with Stakeholders, management teams, and users of the building.
- Clearly defined scopes of work which define separation of responsibilities and eliminate gray areas.
- Milestone outlines for each milestone, clearly defined consultant performance expectations.
- Regular exchange of documents and review via project SharePoint site.

## Approach to the Pre-Design Phase (Design Requirements)

Once selected, DLR Group's team of experts begin the process of setting up collaborative design with key stakeholders in workshops. The goal of these interactive sessions is to share the materials, listen to feedback and begin to refine ideas. We will meet with key stakeholders to set the stage for project success on logistical matters like schedule, always ensuring that design is in step with project measurable goals such as cost and timelines.

### ***COMMUNICATION is the key to success on any project.***

Our team will conduct a detailed programming and needs assessment phase to confirm the design requirements for the project. Part of that effort will culminate in the creation of a functional design program that forecasts the staffing and training operations flow ideal for the WSCJTC Main Campus into the future. This validation starts with program verification, site evaluation, and planning, built on our own operational understanding will come from observing your various operations, activities and procedures that make up the WSCJTC Main Campus and training regimes for your diverse student stakeholders.



To develop clear design requirements, a solid observational session helps us focus on the next primary step in our early process, which is space needs interviews with a broad cross-section of departmental training staff and instructors. Our team will schedule interview sessions with representatives of each WSCJTC operating unit within each of the division's operational units. We have found in the past that meeting with small groups of two or three in each operations area provides a cross-section of operational parameters. We interview staff to understand the way their unit operates and how they interact with the rest of the greater facility.

From these discussions and using surveys that discuss current and future staffing, we discover the spaces that are needed to operate most efficiently and to supplement and replace buildings or training aids. We do NOT ask staff what they want. This process is directed to hone in on needs – built on a solid platform of operations understanding and to understand the ideal flow for the design of the updated or new campus.

To set the stage for an accurate program development, we will marry this operational understanding with a more qualitative analysis. By analyzing data, we can better project program growth, facility needs, and understand the relationship with other Seattle area training assets. Hard data like population trends, reports of Part 1 crimes, historical district staffing, and strategic plans go into creating a basis for understanding growth. Accurately forecasting future needs is essential to answering the questions of training flow and deployment.

We will assemble a verified program that respects and builds upon any planning data that exists. We are not looking to reinvent the wheel. Rather, we want to infuse the program with up-to-date criminal justice training operations understanding that sets up the updated campus to grow and flex appropriately with time. Things grow and flex within law enforcement and criminal justice agencies that are your students. We have seen this play out time and again. Our collective understanding of training facilities includes knowing where vehicles should go and how safety is maintained. We know that in planning the site for secure vehicle movement and safe and secure movement in and out of the site. As we examine needs data, we will take vehicles at all hours of the day and night into our accounting and into a shift-oriented spreadsheet. We will review the updated program with WSCJTC and DES leadership and staff and tweak and re-present. We can then start to layout essential and secondary adjacency needs.

We have been consistently working on law enforcement and criminal justice operational needs assessment projects all over the country and have honed our programming and planning tools to a fine science. We will layer objective criteria that we have developed with our extensive experience, industry benchmarks, and DES space standards. **We have been involved with dozens of these criminal justice assessments in the last five years alone, for large, medium-sized and major city and county facilities alike.** We know the pitfalls and ask hard questions that stretch the users and the town to get to the right answers.



## Methods and Resources for Planning

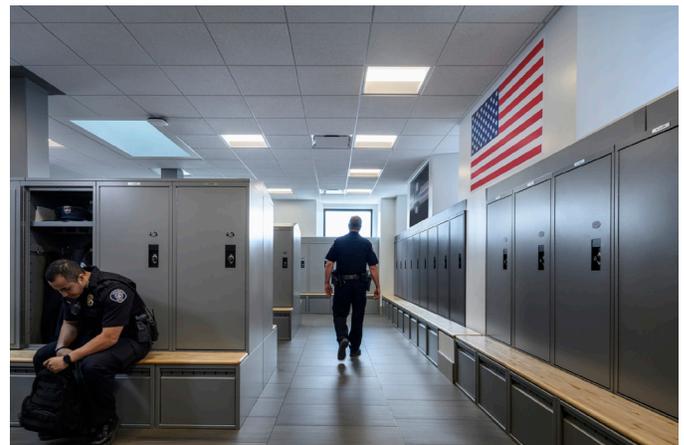
When planning for a facility, we take multiple steps to establish a graphic understanding that moves from the highly conceptual to the very specific. Initially, we convey an understanding of your operations through text and photographs, then we distill it into a program with numeric space values. Next, a relational diagram that shows interaction between individuals or operating units begins to develop. Multiple scenarios or schemes of this can be clearly demonstrated in conceptual sketches.

From there, we can create broader departmental adjacency bubble diagrams that depict how neighboring operating units can relate to one another.

Part of our efforts will also include whether it's operationally appropriate for the new building to be free-standing, or whether the building wants to have a physical connection to other components on the site. The existing building and operations have created a pattern of how the teams function within the spaces. A new building has the opportunity to modernize or reevaluate all these current modes of work.

Our team understands how the inflexibility of the current spaces might blur a person's understanding of their own operational unit and make it hard to see the theoretical interactions between units that could come from a better floor plan. Easy-to-read bubble diagrams can help them see the possibilities. As we formalize the bubble diagrams, we can start to see what arrangements take best advantage of the opportunity to expand. It also impacts daylight and views to nature that are key to a wellness environment design.

As we move through preliminary design for your project, there will inevitably be competing demands and asymmetric access granted to one function versus another. Our experience will help frame the discussion and provide impartiality.



## Approach to Developing the Basis of Design (BOD)

The Pre-Design document will include a Basis of Design (BOD) narrative for DES and WCJTC.

In the preliminary phase, the developed program and site analysis studies will be synthesized into site plans and conceptual massing diagrams to illustrate how the program elements will best fit onto the site to facilitate discussions with WSCJTC staff and the community. These studies will be supplemented with an architectural narrative and conceptual level design drawings like site plan, floor plans, and elevations that illustrate our understanding of the project scope. In addition, BOD Narratives shall be written by our engineering team that include evaluation of as-built documentation, site visits to investigate the existing systems, and recommendations/confirmation as to whether the existing systems have sufficient capacity or whether utility systems must be expanded to accommodate the new addition. These will also be detailed in the three scenarios – typically “No Action” and the Recommended Solution as the forefront with additional option to show the scale of approaches that may be required.

The recommended option will be detailed in the C-100 cost estimate document that details all the costs anticipated for the total project and estimated design and construction schedules. We will not be trying to reinvent the wheel, but rather to understand the goals that are unique to the Main Campus expansion or replacement and put them through the filter of our hard-worked perspective. Once reviewed and approved by DES this Report will become the basis for further development in the later phases and future solicitations.

As part of our Pre-Design deliverable will include refining the Basis of Design narratives, based on decisions, and design outcomes agreed upon during the design phase. Schematic level illustrative design drawings like site plan, floor plans, interior and exterior elevation studies, and perspective views shall be presented. The selected design will be documented, along with all the previous studies, and final space requirements program into the concept design submission to substantiate the C-100 form the budget.

With a general scope, budget and project goals established, we will further refine and develop the training needs and program to ensure the project deployment is realistic and can be designed to fit the budget. We ask hard questions and make difficult decisions to ensure the budget is a viable ask to the Legislature. Our project team keeps a firm position on project scope creep—one of the most critical issues for keeping a project on budget during the Pre-Design phase. DLR Group will continually compare the design against the baseline project scope and budget to ensure consistency. By applying the “value design” principle of controlling costs from the Pre-Design project’s inception. They are a continuous part of the design process, not an “event” that happens occasionally during the process.



# Diverse Business Inclusion Strategies

*Describe strategies to increase opportunities for diverse business participation.*

It's always our primary concern to form the best possible team to serve our clients' needs and accomplish the scope of work.

## **New Businesses, Small Businesses, and DMWESB**

DLR Group is an employee-owned firm founded on the tenet of equal opportunity. As such, we embrace the mission, success, and growth of Disadvantaged Business Enterprise, Minority-Owned Enterprises, Women-Owned Enterprises, and Emerging Small Businesses to drive change and ensure vitality in the A/E industry.

We believe the building design industry does not accurately reflect the diversity of our community, and we are taking several steps to encourage more diversity within our industry.

We aim to provide opportunities and establish relationships with MBE/WBE/ESB/S/DBE firms that align with our core values of Commitment, Creativity, Persistence, Trust, Honesty and Integrity, Teamwork, Fun, and Environmental Stewardship.

We have strong working relationships with many small, disadvantaged and women / minority-owned consultant firms and add them to our project teams routinely.

Quality of performance and professionalism are foremost among our criteria for selecting sub consultants. We will work in partnership with the State of Washington on each project's consultant selection to advocate for a diverse, talented team, which meets targeted outreach goals.

## **The History of DLR Group's Outreach Efforts**

DLR Group's formal outreach plan began 16 years ago, when public institutions were legally required to involve design teams with MWBE participation. This formal outreach aligns with DLR Group's existing culture of commitment to supporting the diversity of our profession and communities.

DLR Group regularly attends and participates in open house and networking events aimed at connecting business owners with other firms in the A/E/C industry.

We develop relationships with DMWESB firms and regularly communicate with them on upcoming subcontracting opportunities while continually seeking out new partners.

Additionally, as an employee-owned firm, and as a firm that had been ranked by Architect Magazine as the No. 1 most prominent firm in the United States, we feel it is our responsibility to increase new businesses, small businesses and diversity within the profession. We have implemented a "Best Place to Work" program layering "leadership transition" (to highly qualified, diverse young professionals), "development" (of skill-sets for everyone) and "diversity" (of workforce) into our current five-year strategic plan.

## **Monitoring Your Goals**

We will work with the State to provide a targeted outreach plan. As an integrated design firm, we have architecture, engineering, planning, and interiors in-house. We will often work with our clients to determine whether or not to include out-of-house consultants (those that we are familiar with and/or that they are familiar with) to complete our team and to meet the voluntary goals.

We normally do this informally by soliciting targeted proposals from a few firms, but we are open and amenable to doing a more open selection process and solicitation (particularly for larger jobs) in order to canvass more diverse participation. This submittal process is planned as part of the project schedule and often in concert with those potential partners.



# ARCHITECT - ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

**2023-500**

## PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (OR BRANCH OFFICE) NAME <b>DLR Group inc., a Washington corporation</b>			3. YEAR ESTABLISHED 1986	4. UNIQUE ENTITY IDENTIFIER 18 474 6824
2b. STREET 51 University Street, Suite 600			5. OWNERSHIP	
			a. TYPE Corporation	b. SMALL BUSINESS STATUS None
2c. CITY Seattle	2d. STATE WA	2e. ZIP CODE 98101	7. NAME OF FIRM (IF BLOCK 2a IS A BRANCH OFFICE) DLR Group inc.	
6a. POINT OF CONTACT NAME AND TITLE Kent Larson, Principal				
6b. TELEPHONE NUMBER 503/200-3303		6c. E-MAIL ADDRESS klarson@dlrgroup.com		
8a. FORMER FIRM NAME(S) (IF ANY)			8b. YEAR ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE & ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. FUNCTION CODE	b. DISCIPLINE	c. No of Employees		a. PROFILE CODE	b. EXPERIENCE	c. REVENUE INDEX NO.
		(1) FIRM	(2) BRANCH			
02	Administrative	123	5	P08(084)	Prisons & Correctional Facilities	10
06	Architect	403	29	H11(050)	Housing	8
08	CADD Technician	327	26	R06(089)	Rehabilitation	8
12	Civil Engineer	7	0	R04(088)	Recreation	6
15	Construction Inspector	10	0	P13	Public Safety Facilities	6
21	Electrical Engineer	32	2	J01(058)	Judicial	9
37	Interior Designer	136	8	E02(029)	Education	3
39	Landscape Architect	5	0	I05(065)	interior Design	6
42	Mechanical Engineer	42	4	C10(017)	Commercial	7
57	Structural Engineers	34	4	O01(072)	Office Buildings	7
	Electrical Technician	42	4	E07(032)	Energy Systems	8
	Mechanical Technician	38	3	H10(049)	Hotels	7
	Structural Technician	22	1	H09(048)	Hospitals	6
	Business Development	101	5	A11(008)	Auditoriums	8
	IT	56	0	C11	Community Facilities	7
	LEED Accredited Professionals*	238	22	F02(035)	Field Houses/Gyms/Stadiums	5
	* Counted in other professional disciplines			I01(052)	Industrial	6
				L04(060)	Libraries/Museums/Galleries	8
				D04	Design/Build	4
				L01(058)	Labs	4
				D07(027)	Dining Halls/Clubs	8
				P05(0780)	Planning - Community	6
						5
						5
	Other Employees	0				
	<b>TOTAL</b>	<b>1,378</b>				

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	8	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	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 8/10/2023
c. NAME AND TITLE Kent Larson, Principal	