

September 3, 2025

Project No. 2026-007: DCYF Statewide Facilities Masterplan Update

DEPARTMENT OF CHILDREN YOUTH & FAMILIES



2106 Pacific Avenue, Suite 300
Tacoma, WA 98402

September 3, 2025

Department of Enterprise Services
Facility Professional Services
lisa.horn@des.wa.gov

RE: Project No. 2026-007: Statewide Facilities Masterplan Update

Dear Lisa Horn and Members of the Selection Committee,

The mission of the Department of Children Youth & Families' (DCYF) Juvenile Rehabilitation program is to support young people up to age 25 in successfully reentering their communities by providing treatment, resources, and skill-building through targeted programs in substance abuse and behavioral and mental health.

To better serve residents, DCYF is hiring a design team to develop a comprehensive master plan for its three secure juvenile residential facilities and eight community residential facilities. BCRA is collaborating with Treanor, a nationally recognized expert in secure juvenile detention facility planning and design, to complement our local design expertise. Together, **we aim to deliver innovative solutions and a system-wide approach to identify and address DCYF's current and future needs.**

Why BCRA+Treanor?

Client-Centered Support, Statewide Reach. **Our approach is tailored to each client; we will listen, collaborate, and work closely to deliver the best value to DCYF.** Treanor brings extensive local and national experience in juvenile rehabilitation facilities, with the ability to understand priorities and offer valuable insight into facility operations, functionality, and security. This team offers recommendations that work best for our clients' needs and can be accomplished through a participatory workshop at the outset of the masterplan process and reinforced by ongoing meetings to track progress. We will apply this same collaborative approach to the Statewide Facilities Masterplan Update.

Future-Proofing Design. As part of assessing the three secure juvenile residential facilities and eight community residential facilities, BCRA+Treanor will create recommendations based upon broader demographic trends, national juvenile detention best practices, projected staffing needs, and cost implications. By analyzing space utilization and aligning needs with both state and national standards of care and treatment for juvenile facilities, **we will ensure spaces are resilient, flexible, and future-ready.**

Experience Guiding Master Planning Projects. BCRA+Treanor brings extensive experience in master planning, ranging from 20-Year Master Plan updates to phased planning and long-range facility strategies. Our project scopes have included site and facility data collection, programming studies, facility assessments, and growth plans that account for environmental challenges such as extreme weather and coastal conditions. Treanor has extensive master planning expertise, with a focus on assessing existing facilities to inform forward-looking strategic plans. Their work also includes supporting the development and rollout of capital budget requests aligned with the evolving needs of the juvenile justice system.

Our commitment is to conduct a comprehensive study that informs a strategic capital plan and provides a safe environment that meets the future goals of DCYF. Thank you for the opportunity to submit our qualifications. If you have any questions during the review process, please reach out to us.

Respectfully,



DJ Dean RA, NCARB, ENV SP, LEED® AP, ASSOC. DBIA
Project Manager
ddean@bcradesign.com



Jim Wolch AIA
Principal
jwolch@bcradesign.com



Jeff Lane AIA
Juvenile Correctional Design Principal
jlane@treanor.design

Consultant Selection Contact Form



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: BCRA		
UBI: 601181873	TIN: 91-1447237	License#: 601181873
Point of Contact Name: Jim Wolch		
Point of Contact Title: Principal		
Email: jwolch@bcradesign.com	Telephone: (253) 627-4367	
Address: 2106 Pacific Avenue, Suite 300		
City: Tacoma	State: WA	Zip: 98402

we've got you covered

Executive Summary



Purpose and Vision

The Department of Children Youth & Families (DCYF) is undertaking a transformative update to its Statewide Facilities Masterplan to better serve justice-involved youth across Washington. This initiative reflects DCYF's commitment to rehabilitation, healing, and community reintegration through trauma-informed care and facility design. BCRA, in partnership with Treanor—nationally recognized experts in juvenile justice architecture—proposes a collaborative, data-driven approach to develop a strategic, future-ready masterplan for DCYF's three secure juvenile residential facilities and eight community residential facilities.

BCRA+Treanor

The BCRA+Treanor team brings a unique blend of local insight and national expertise. BCRA has a longstanding history of public work in Washington, while Treanor offers deep experience in juvenile justice facility planning across the US. Together, our team is equipped to deliver a masterplan that is:

- **Client-Centered and Collaborative:** Through workshops, stakeholder engagement, and ongoing communication, our team will ensure the masterplan reflects DCYF's goals and values.
- **Future-Proof and Resilient:** Recommendations will be informed by demographic trends, national best practices, staffing projections, and cost implications to ensure facilities are adaptable and sustainable.
- **Evidence-Based and Strategic:** Our team's experience in Washington, Kentucky, South Carolina, Vermont, and throughout the US demonstrates our ability to assess existing facilities, prioritize needs, and develop phased capital plans aligned with legislative and operational goals.

Case Study

Juvenile detention facilities have often been associated with punitive environments that fail to address the underlying trauma experienced by justice-involved youth. However, a paradigm shift is underway as juvenile leaders, designers, and policymakers recognize the importance of trauma-informed design in fostering rehabilitation, growth and healing.

Treanor recently developed the **Kentucky Department of Juvenile Justice Masterplan** for the Commonwealth of Kentucky. The State adopted Senate Bill 162, which stipulates that existing juvenile detention centers will transition back to a regional model of detention while safely segregating males and females and separating violent (high-level) and non-violent (low-level) offenders.

Our team prepared a thorough facility evaluation criteria form for all consultants to complete observations made during the site tours. Opportunities and deficiencies noted during our site visits informed the recommendations made by the team.

Approach to Master Planning

The proposed methodology includes comprehensive facility assessments, stakeholder workshops, and strategic planning. The team will evaluate space utilization, operational functionality, and security needs while integrating trauma-informed design principles to foster healing environments. The masterplan will provide phased options with cost modeling to support capital budgets and long-term investments in the community.

Team Expertise

Led by DJ Dean, Project Manager, Jim Wolch, Principal in Charge, and Jeff Lane, Juvenile Correctional Design Principal, our team includes specialists in architecture, civil and structural engineering, cost estimating, building envelope, and behavioral health design. Our collective experience spans over 100 juvenile and behavioral health facilities nationwide, including work with DCYF on the Green Hill School and other secure campuses.

Commitment to DCYF's Mission

BCRA+Treanor is committed to delivering a masterplan that supports DCYF's mission to rehabilitate youth through safe, secure, and therapeutic environments. Our team's integrated design approach ensures that all stakeholders have a voice in shaping the future of juvenile rehabilitation in Washington. With a proven track record of delivering successful projects, the BCRA+Treanor team is prepared to guide DCYF through a comprehensive master planning process that balances scope, schedule, and budget and serves youth up to 25 years old by providing the facilities that help them plan for a hopeful future and successfully reintegrate into their communities.



Our evidence-based recommendations were prioritized by capacity, resource efficiency, wellness, and safety then organized by facility to develop a phased approach for capital expenditures. Our team worked to understand the vision through facilitating workshops, analyzing data, and assessing existing facilities to prepare a strategic yet flexible road map to meet dynamic needs within the juvenile justice system.

At the start of this project, the team presented case studies of recently completed and current designs of juvenile detention facilities that implemented best practices. As part of the final presentation and recommendations, we included research-based evidence to support best practices of trauma-informed design.

we've got you covered

Qualifications of Key Personnel



Washington DCYF

Team Leadership

Jim Wolch AIA
Principal in Charge

Jeff Lane AIA
Juvenile Correctional Facility
Principal

BCRA+Treanor

DJ Dean RA, LEED® AP
Project Manager | **Main Point of Contact**

Jeremy Doty AIA, LEED® AP
Project Architect

Kim Doyle NCIDQ
Interior Designer, Correctional
Facility Design, Law
Enforcement/Security

Andy Pitts AIA, LEED® AP BD+C
Juvenile Correctional Facility
Design

Stacey R. Wiseman AIA
Programming and Planning

Subconsultants

Brian Haugk PE, LEED® AP
Mechanical Engineer
Hargis Engineering

Doug Svee PE
Electrical Engineer
Hargis Engineering

Patrick Shannon RCDD, PMP®
Telecommunications/Security
Hargis Engineering

Michael Baranick PE, CEM, CMVP®
Energy Services Lead
Hargis Engineering

Wes Neeley SE
Structural Engineering
PCS Structural Solutions

Puja Kashyap PE
Civil Engineer
KPFF

Kristen Kissinger AICP
Land Use Planner
KPFF

Dani Ittner NCARB, AIA
Building Envelope
NEXUS bec

Matt Wiggins LEED® AP, BCA
Cost Estimating
Wiggins Preconstruction Services

Team Introduction

We have compiled a skilled team to serve the needs of this project. Our organizational chart reflects our comprehensive team, and resumes for key team members are provided. Resumes for other team members can be provided on request.

Our knowledgeable team is ready to serve DCYF on this master planning project. **Jim Wolch** will function as Principal in Charge and provide resources to meet the budget and schedule while providing insight into the overall masterplan. With over 20 years of justice architecture experience, **Jeff Lane** will guide the master planning process through the lens of correctional facility design. **DJ Dean**, Project Manager, will be the daily contact for DCYF, oversee all phases of the masterplan report, and assist in subconsultant coordination and development of a cost estimate, lending his expertise in public buildings and feasibility studies.

Jeremy Doty, Project Architect, will provide code support and guidance and coordinate with subconsultants, ensuring design intent is maintained throughout the design and construction process. He will also oversee construction administration, responding to RFIs, reviewing submittals, and coordinating site observations to maintain quality.

Kim Doyle, Interior Designer, Correctional Facility Design, Law Enforcement/Security, specializes in juvenile detention design with a focus on correctional facility planning and law enforcement/security projects. She will participate in predesign workshops and lead the analysis of potential site locations to ensure alignment with operational, security, and community needs.

Andy Pitts will focus on juvenile correctional facility design, drawing from over 30 years of experience with research-driven justice facilities. **Stacey Wiseman**, cognizant of programmatic and security challenges unique to juvenile justice facilities, will lead the justice programming and planning efforts.

The team will be supported by the trusted subconsultant partners listed here. They have been carefully chosen to support your objectives, bringing best practices from relevant experience to introduce new solutions to existing challenges.

Hargis Engineering will provide MEP, low voltage, security design, and fire protection. **PCS Structural Solutions** brings expertise in structural engineering. **KPFF** will provide civil engineering and land use planning. **NEXUS bec** will inform the projects with their building envelope experience. **Wiggins Preconstruction Services** will provide cost estimating services.



Jim Wolch AIA

Project Time Commitment **5%**

Principal in Charge

A registered architect with 38 years of experience, Jim is passionate about designing spaces where people thrive. He has partnered with DSHS on projects at multiple sites for over a decade and brings knowledge of regulations, best practices, and relevant lessons learned, including complex renovations of existing spaces. He is currently guiding programming and design for WA DSHS's innovative new mental health facilities across the state. For this project, he will marshal resources among the team to deliver results.

Education

Bachelor of Architecture
WASHINGTON STATE UNIVERSITY

Licenses

Registered Architect WA

Memberships

AIA

Project Experience

DSHS Community Nursing Care Homes

WA DSHS | STATEWIDE WA
Predesign, Program
Development and Site Analysis

DSHS SW-BH Community 16-Bed Predesign

WA DSHS | CENTRALIA, WA
Predesign, Programming and
Site Exploration for Maple
Lane Campus

DSHS SW-BH Community 48-Bed Predesign

WA DSHS | VANCOUVER, WA
Predesign, Programming and
Site Exploration for BH Clinic

DSHS SW-BH Community 48-Bed Predesign

WA DSHS | STATEWIDE WA
Predesign, Programming and
Site Exploration for BH Clinic

DSHS Clark County

WA DSHS | VANCOUVER, WA
New Construction, 48-Bed
Behavioral Health Facility

RTFs at Western State Hospital

TELECARE/RECOVERY
INNOVATIONS | LAKEWOOD, WA
Tenant Improvements,
Behavioral Health Hospital

Thunderbird Treatment Center

SEATTLE INDIAN HEALTH BOARD |
VASHON ISLAND, WA
Residential Treatment Facility
for Substance Use Disorder

Kern County Psychiatric Health Facility

KERN COUNTY | BAKERSFIELD, CA
New Construction, 32-Bed
Behavioral Health Facility for
Adult and Youth

Oak Cottage at Maple Lane

WA DSHS | ROCHESTER, WA
New Construction, 16-Bed
Behavioral Health Facility



DJ Dean RA, NCARB, ENV SP, LEED® AP, ASSOC. DBIA Project Time Commitment **20%**

Project Manager

DJ is a public project specialist. He has dedicated his career to working primarily with public agencies in the Puget Sound. DJ has extensive experience with facility planning, master planning, design, and construction with a focus on serving owners and projects through the bridging of planning and construction. His experience includes planning, needs assessment, and conditions assessments. As Project Manager, he will be your single point of contact for the design team and subject matter experts.

Education

Bachelor of Science in Architecture
WASHINGTON STATE UNIVERSITY

Licenses

Registered Architect WA, OR

Accreditations

NCARB

Associate, Design Build Institute of America

LEED® Accredited Professional

Project Experience

Community Justice Center Master Plan

MASON COUNTY | SHELTON, WA
Facility Assessment, Space
Needs and Programming, Cost
and Data Analysis

Ituha Stabilization Center

ISLAND COUNTY |
OAK HARBOR, WA
Occupied Facility Phasing,
Security Considerations

Sheriff's Property Storage Facility Feasibility Study

PIERCE COUNTY DEPARTMENT
OF FACILITIES MANAGEMENT |
TACOMA, WA
Facility and Site Feasibility
Study for Secure Storage

Headworks Campus Master Plan

TACOMA PUBLIC UTILITIES |
TACOMA, WA
Master Planning, Programming,
Space Planning, Security
Evaluation, Existing Conditions
Analysis, Alternatives Analysis,
User Engagement

Liberty Lake City Hall

CITY OF LIBERTY LAKE, WA
Relocation Analysis,
Programming, Space
Allocation, Test Fits,
Construction Documents,
Bidding, Permitting, and
Constructon Administration

Facility Conditions Assessments

WA DES | YAKIMA & OLYMPIA, WA
Secure Facilities
Conditions Assessment

Olympic Heritage Behavioral Health Facility

WA DSHS | TUKWILA, WA
Space Planning, Security
Considerations, Occupied
Facility Phasing



Jeremy Doty LEED® AP, AIA, NCARB, ASSOC. DBIA *Project Time Commitment* **15%**

Project Architect

As the project architect, Jeremy will provide technical design input related to building code and constructability requirements for behavioral health and substance use disorder facilities. A true team player, he will partner with the justice facility experts at Treanor to bring forth the best ideas for your predesign study. Jeremy has been with BCRA for 25 years and has contributed to our healthcare market through several behavioral health projects.

Education

**Master of Architecture,
Bachelor of Science in
Architecture**
UNIVERSITY OF IDAHO

Licenses

Registered Architect WA

Accreditations

NCARB

AIA

**LEED® Accredited
Professional**

**Associate, Design Build
Institute of America**

Project Experience

Kern County Psychiatric Health Facility

KERN COUNTY | BAKERSFIELD, CA
New Construction, 32-Bed
Behavioral Health Facility for
Adult and Youth

Ituha Stabilization Center

ISLAND COUNTY |
OAK HARBOR, WA
New Construction, Behavioral
Health Facility

Telecare Pierce County

TELECARE | MILTON, WA
New Construction, Behavioral
Health Facility

Child Study and Treatment Center

WA DSHS | LAKEWOOD, WA
Renovation, Orcas Cottage
Behavioral Health

Telecare King County

TELECARE | FEDERAL WAY, WA
New Construction, Behavioral
Health Facility

WSU BH and Wellness Renovation

WSU | PULLMAN, WA
Washington Building 3rd Floor
Renovation for Health Services

Green Hill School, Healthcare Administration Building and Intensive Management Unit

WA DSHS | CHEHALIS, WA
New Construction, Behavioral
Health Facilities on Secure
Campus

Skagit County Stabilization Campus

SKAGIT COUNTY | SEDRO-
WOOLLEY, WA
New Construction, Behavioral
Health Facility and Sub-Acute
Detox Center



Kim Doyle NCIDQ, GGP, GPCP *Project Time Commitment* **15%**

Interior Designer, Correctional Facility Design, Law Enforcement/Security

Kim brings seasoned leadership and has over 26 years of experience enhancing community environments through civic and municipal projects. Her strong understanding of municipal processes, combined with specialized knowledge of the operational, security, and durability needs of public safety facilities, supports responsive, community-centered design and successful project outcomes.

Education

**Associate of Applied Tech.
in Interior Design**
CLOVER PARK TECH. COLLEGE

Accreditations

NCIDQ

**Criminal Justice
Information Services (CJIS)
Compliance Certification**

**Green Building Initiative:
Green Globes Professional
(GGP) & Guiding Principles
Compliance Professional
(GPCP)**

**Int'l Assoc. for Property
& Evidence: Property &
Evidence Training (IAPE)**

Project Experience

Lynnwood Community Justice Center*

CITY OF LYNNWOOD, WA
Predesign, Space Planning,
Construction Documents,
Bidding, Permitting, and
Construction Administration

Lynnwood Community Recovery Center*

CITY OF LYNNWOOD, WA
Predesign, Space Planning,
Construction Documents,
Bidding, Permitting, and
Construction Administration

Selah Police Needs Assessment*

CITY OF SELAH, WA
Predesign, Programming, and
Needs Assessment for Public
Safety Facility

Liberty Lake City Hall

CITY OF LIBERTY LAKE, WA
Relocation Analysis,
Programming, Space
Allocation, Test Fits,
Construction Documents,
Bidding, Permitting, and CA

Monroe Police Department Needs Assessment*

CITY OF MONROE, WA
Predesign, Programming,
Site Selection, and Needs
Assessment for Public Safety
Facility

Spokane Valley Police Needs Assessment*

CITY OF SPOKANE VALLEY, WA
Predesign, Programming, and
Needs Assessment for Public
Safety Facility

**experience with previous employer*

Thunderbird Treatment Center

SEATTLE INDIAN HEALTH BOARD |
VASHON ISLAND, WA
Residential Treatment Facility
for Substance Use Disorder

Affiliations

**Police Unity Tour WA State
Ambassador & Returning Member**

**Behind the Badge Foundation
Volunteer**

FBI Citizen's Academy

Puyallup Rotary Member

The Soup Ladies Team Leader

Puyallup Police Citizen's Academy



Jeff Lane AIA

Project Time Commitment **15%**

Juvenile Correctional Facility Principal | Treanor

Jeff is a Justice Studio Principal with over 20 years of experience dedicated to justice architecture, focusing on the intersection of public safety and public health. Passionate about social reform, he specializes in therapeutic, research-based design for juvenile facilities, courthouses, jails, and civic facilities across the US. Known for balancing community needs with secure environments, Jeff sees architecture as a means to uplift neighborhoods. He is an active member of AIA, ACA, and AJA, and a frequent AIA and AAJ presenter.

Education

Bachelor of Architecture
UNIVERSITY OF KANSAS

Licenses

Registered Architect
KS, ID, CO, MO, NV, PA, UT, AZ, OK

Memberships/ Accreditations

AIA

American Correctional Association

American Jail Association

Project Experience

Mason County Justice Center (with BCRA)
SHELTON, WA

Liberty Lake Master Plan (with BCRA)
LIBERTY LAKE, WA

Benton County Youth Justice Center & Sheriff's Office
KENNEWICK, WA

Larimer County Courts Needs Study
FORT COLLINS, CO

Jasper County Juvenile Services Center
JOPLIN, MO

El Paso County Judicial Needs Study
COLORADO SPRINGS, CO

Johnson County Youth & Family Services Center
OLATHE, KS

Racine County Secure Residential Care Center for Children and Youth
RACINE, WI

Coeur d'Alene Police Headquarters
COEUR D'ALENE, ID

Brazos County Juvenile Justice Center Expansion
BRYAN, TX

Saline County Jail & Sheriff's Operation Center
SALINA, KS

Douglas County Jail Expansion
LAWRENCE, KS

Douglas County Courts Study
LAWRENCE, KS

Larimer County Courthouse Utilization & Optimization Study
FORT COLLINS, CO

West Richland Police Station
WEST RICHLAND, WA



Andy Pitts AIA, OAA, LEED® AP BD+C, NCARB

Project Time Commitment **10%**

Juvenile Correctional Facility Design | Treanor

Andy is a Justice Studio Principal with over 30 years of experience designing research-driven justice facilities that promote rehabilitation and social change. He has led public projects ranging from \$10M to \$200M across diverse climates and jurisdictions, skillfully navigating complex stakeholder needs. A recognized leader in the field, Andy speaks nationally on youth justice design, writes on trauma-informed practices, and actively contributes to organizations like the AIA—where he served as Kansas City Chapter President—and the USGBC.

Education

Master of Architectural Management
UNIVERSITY OF KANSAS

Bachelor of Architecture
UNIVERSITY OF KANSAS

Licenses

Registered Architect
WA, KY, TN, TX, VA, GA, OK, MO, KS

Memberships/ Accreditations

AIA

Academy of Architecture for Justice

U.S. Green Building Council (USGBC)

Project Experience

Mason County Justice Center (with BCRA)
SHELTON, WA

Benton County Youth Justice Center & Sheriff's Office
KENNEWICK, WA

State of Oklahoma Next Generation Juvenile Campus
TECUMSEH, OK

State of Kentucky Dept. of Juvenile Justice
STATEWIDE, KY
High Acuity Mental Health Treatment Facility, Female Juvenile Detention Center, Regional Model Master Plan

Wyandotte County Juvenile Services Center
KANSAS CITY, KS

South Carolina Department of Juvenile Justice Facility Assessments, Master Plans & Concept Designs
VARIOUS, SC

Racine County Secure Residential Care Center for Children and Youth
RACINE, WI

Brazos County Juvenile Justice Center Expansion
BRYAN, TX

Williamson County Juvenile Justice Center Expansion
GEORGETOWN, TX

Williamson County Adult Jail, Juvenile & Alternative Learning Center
FRANKLIN, TN

State of Vermont Youth Short-Term Crisis Stabilization & Treatment Center
VERGENNES, VT

Jasper County Juvenile Services Center
JOPLIN, MO



Stacey Wiseman AIA

Project Time Commitment **20%**

Programming and Planning | Treanor

Stacey brings 20 years of experience across all phases of architectural design, from concept to campus completion. Since 2008, she has focused on justice facilities, contributing to projects like the Kentucky Statewide Master Plan, Williamson County Adult Detention Center, and Warrentonville Juvenile Justice Campus Addition & Renovation. Known for clear communication and attention to detail, Stacey ensures alignment on project goals and objectives. Her passion for justice architecture and deep expertise make her a valuable asset to every project.

Education

**Masters of Architecture,
History & Theory**
MCGILL UNIVERSITY

Bachelor of Architecture
UNIVERSITY OF KENTUCKY

Licenses

Registered Architect
KY, NY, MD

Memberships

AIA

Project Experience

State of Kentucky Dept. of Juvenile Justice

STATEWIDE, KY
High Acuity Mental Health
Treatment Facility, Female
Juvenile Detention Center,
Regional Model Master Plan,
Fayette County Regional
Justice Center Design
Renovations, Breathitt County
Regional Justice Center Design
Renovations, McCracken
County Regional Justice
Center Design Renovations

**South Carolina Department
of Juvenile Justice Facility
Assessments, Master Plans
& Concept Designs**
STATEWIDE, SC

**Mason County Justice
Center (with BCRA)**
SHELTON, WA

**Williamson County Adult
Detention Center**
FRANKLIN, TN

Illinois Youth Center
WARRENVILLE, IL

**Fulton County Jail
Feasibility Study**
ATLANTA, GA

**Louisville Metro
Department of Corrections
Jail Physical Plant &
Staffing Assessment***
LOUISVILLE, KY

**Massachusetts Department
of Youth Services
Statewide Facilities
Master Plan***
STATEWIDE, MA

**Cheltenham Youth
Detention Facility***
CHELTENHAM, MD

**Colorado Northeast Region
Youth Services Center
Master Plan***
DENVER, CO

**Maguire Needs
Assessment, San Mateo
County***
REDWOOD CITY, CA



H A R G I S

MEP
Low Voltage
Security Design
Fire Protection

Project Time
Commitment

15%

Hargis Firm Profile

Hargis Engineers, a mechanical, electrical, telecommunications, and energy services consulting engineering firm, was first introduced to Washington State's behavioral health and rehabilitation programs through its work with the Department of Corrections (DOC) in 2007, the Department of Social & Health Services (DSHS) in 2012, and the Department of Children Youth & Families (DCYF) in 2019. Through discreet system upgrades and support for capital improvements within access-controlled environments, the firm has developed a deep understanding of the technical, operational, and programmatic requirements unique to these facilities.



Structural Engineering

Project Time
Commitment

5%

PCS Structural Solutions Firm Profile

PCS Structural Solutions is a 66-person, single-discipline structural engineering firm with offices in Tacoma, Seattle, and Portland. For 60 years, PCS has provided proactive structural solutions for institutional and essential facility projects. PCS brings a flexible and collaborative mindset to the task of resilient design, best-fit solutions, and strategies for occupied buildings. The firm has an extensive resume of master planning, upgrades, renovations, and expansions for essential facilities across the state, including work at multiple DCYF, DOC, and DSHS facilities. PCS will leverage this deep experience to provide cost-effective, flexible, and resilient structural solutions for DCYF.



Civil Engineering
Land Use Planning

Project Time
Commitment

5%

KPFF Firm Profile

For over 60 years, KPFF has been providing civil engineering support to the State of Washington through the various state agencies, including State of WA Enterprise Services and Department of Corrections. KPFF has provided structural and/or civil engineering design and construction services for more than 25 correctional facilities located throughout Oregon and Washington. These facilities have included federal prisons, maximum- and minimum-security prisons for state and county governments, county or city jails, juvenile detention facilities, work release facilities, and holding cells for court facilities. Sustainability is fundamental to our practice and integrated into our design approach.



Building Envelope

Project Time
Commitment

5%

NEXUS bec Firm Profile (Self-Certified SBE)

NEXUS provides building enclosure solutions through design, consulting, testing, and quality control inspections for all aspects of building enclosure performance and commissioning. Their solutions include an integrated approach which considers the underlying project goals in conjunction with the relationship between materials, systems, and the outdoor environment. This is how NEXUS meets the growing need for buildings that have significantly lower operational energy consumption. Proudly anchored in the Pacific Northwest, they serve clients throughout the United States and abroad in all areas of building science.



Cost Estimating

Project Time
Commitment

10%

Wiggins Preconstruction Services Firm Profile (SBE, Veteran-Owned)

Wiggins Preconstruction Services is a certified Small Business Enterprise (SBE) firm built on the foundation of veteran leadership and a team of highly talented industry professionals. Our team has worked together for over a decade and delivers exceptional results through a deep understanding of project needs and requirements. Services include construction cost estimating, constructability review, 3rd-party estimate review, value engineering, and life cycle cost analysis. Our core strength in providing these services is the ability to accurately budget construction costs, working with contractors to ensure projects are responsibly budgeted and to protect public funds.

we've got you covered

Relevant Experience



Kentucky Department of Juvenile Justice Masterplan

COMMONWEALTH OF KENTUCKY | STATEWIDE, KY



Relevance

Masterplan
Facility assessments
Existing facilities
Multiple sites
Juvenile justice facilities

Date Completed

2023

Delivery Method

N/A (Digital Report)

Original Project Budget

N/A (Digital Report)

Actual Completed Cost

N/A (Digital Report)

Reference

Anne St-Aignan Muller
Architect & Statewide KY
Division of Engineering &
Contract Administration
Project Manager
(502) 401-9839
anne.muller@ky.gov

The Commonwealth of Kentucky retained Treanor to provide a comprehensive study to evaluate eight (8) existing detention facilities and prepare recommendations to ensure a safe and secure return to a regional model. Critical to this request is the ability of the facilities to accommodate a separation between violent and non-violent offenses for both the male and female youth population. An additional review of the functional assessment of the facilities determined if the support spaces, such as education and recreation, could also accommodate the separation of the population.

For the existing facility assessment, our team prepared a thorough Facility Evaluation Criteria Form for all consultants to complete to meet the project deliverable schedule. Opportunities and deficiencies noted during our site visits informed the recommendations made by our team. The recommendations were prioritized based on immediate, significant, or long-term needs, then a construction cost with escalation informed a phased approach. The goal of the masterplan effort was to provide the Kentucky Justice & Public Safety Cabinet and Department of Juvenile Justice a roadmap to guide capital projects and funding requests for the next three biennia.

Oklahoma Next Generation Juvenile Campus

OKLAHOMA OFFICE OF JUVENILE AFFAIRS | TECUMSEH, OK



Relevance

New model of care
Juvenile facility

Date Completed

2022

Delivery Method

Design-Build

Original Project Budget

\$44M

Actual Completed Cost

\$46M

Reference

Terry Smith
Next Generation Facility
Coordinator
(405) 530-2820
terry.smith@oja.ok.gov

This state-of-the-art therapeutic facility is located at the Central Oklahoma Juvenile Center (COJC) in Tecumseh. Opened in June 2022, the campus serves youth at the highest levels of risk, need, and adjudicated offenses within the juvenile justice system.

Central to the campus are seven new residential cottages housing 144 youth, replacing traditional dorms. Each cottage includes high-ceiling dayrooms and individual bedrooms with windows prioritizing privacy, natural light, and dignity. A new health clinic and intake center streamline medical and behavioral health services, while updated education and gym facilities support academic and physical growth. Landscaped areas and walking paths foster informal interaction and therapeutic engagement. The campus consolidates secure-care operations to improve efficiency, close technology gaps, enhance services, ensure educational equity, and reduce costs related to transportation and staffing.

OJA Executive Director Rachel Holt notes the campus reflects a broader commitment to youth rehabilitation, dignity, and hope, aiming to lead the nation not only in infrastructure but in treatment quality and outcomes for both youth and staff.

Vermont Youth Treatment Center Masterplan

STATE OF VERMONT | VERGENNES, VT



Relevance

Masterplan
New model of care
Juvenile facility

Date Completed

TBD

Delivery Method

Design-Build

Original Project Budget

TBD

Actual Completed Cost

TBD

Reference

Chris Huston
VP of Preconstruction ReArch
Company
(802) 863-8727, ext. 221
chrish@researchcompany.com

The State of Vermont selected the combined team of Treanor, Duncan Wisniewski Architecture, and the design-build team of ReArch to develop the Youth Treatment Center, a short-term stabilization facility for justice-involved youth. This campus-style facility, which houses two distinct programs, reflects Vermont's commitment to trauma-informed care and rehabilitation.

The facility includes an 8-bed short-term stabilization program and a 6-bed short-term treatment program, with a shared common core space. The core space includes education and recreation along with administrative support spaces.

Traditional juvenile detention centers are often associated with punitive atmospheres that overlook the trauma impacting youth. This facility's design focuses on addressing these needs, fostering a supportive space for growth and healing. Through trauma-informed design principles, our team prioritized a calming, restorative environment that will foster rehabilitation, growth, and healing.

Justice Campus

WILLIAMSON COUNTY | FRANKLIN, TN

*Right: Adult Detention Center
Below: Juvenile Justice Center*



Relevance

Multiple facilities
Existing facilities
Mixed classifications
Phased approach

Date Completed

ADC: Est. 2028
JJC: Est. 2027

Delivery Method

Design-Build

Original Project Budget

ADC: \$166M
JJC: \$83.2M

Actual Completed Cost

ADC: \$185.2M
JJC: \$70M

Reference

Jim Cross
Oversite Consulting Managing
Partner
(615) 207-0284
jimc@oversiteconsult.com

The partnership of Treanor, Gresham Smith, and Pulitzer Bogard was awarded the design services contract for a new Juvenile Justice Center, Adult Detention Center, and Sheriff Operations Office simultaneously. This collaboration allows cohesive design solutions that address the relationships between these facilities, optimizing security and operational efficiency across all facilities.

Adult Detention Center

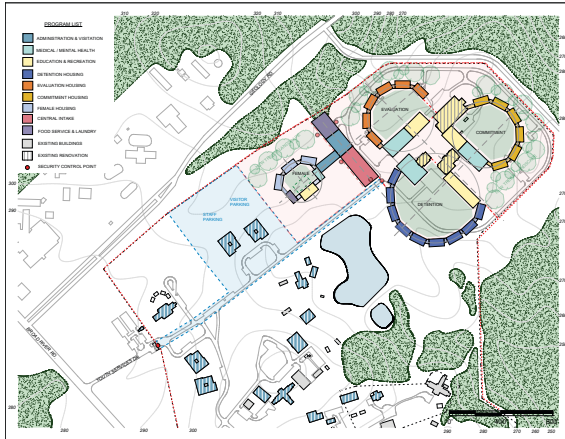
The 320,000-SF justice complex includes three co-located facilities within a campus-style setting where the existing adult detention center is located. Treanor created a new jail with a bed count of 605 with expansion capacity to 900 and mixed classifications for male and females. The project includes phased design and construction to keep the facility operational while the new facility is built. The intake/release area will be renovated and expanded.

Juvenile Justice Center

The 112,000 SF Juvenile Justice Center is focused on providing care and programs to help kids and families that encounter the justice system. The building will house 6 juvenile courtrooms, a 32-bed juvenile detention center, a 6-bed Respite Center, a behavioral service unit, intake and assessment, and a conference and training area.

SC Dept of Juvenile Justice Facility Assessment & Masterplan

STATE OF SOUTH CAROLINA | MULTIPLE LOCATIONS STATEWIDE, SC



Relevance

Masterplan
Multiple sites
Facility assessments

Date Completed

2024

Delivery Method

N/A (Digital Report)

Original Project Budget

N/A (Digital Report)

Actual Completed Cost

N/A (Digital Report)

Reference

Aaron Turner
Deputy Director, Physical Plant
Management
(803) 609-4077
AaronCTurner@djj.sc.gov

Treanor is leading a comprehensive evaluation of the State's juvenile facilities, approximately 100 buildings, assessing the utilization of existing facilities to plan for future expansion and reimagine the juvenile justice system for South Carolina. The scope for the Master Plan effort included the evaluation and assessment of all existing facilities spread out over five (5) distinct campuses centrally located in Columbia, South Carolina.

Our design team reviewed population and staffing data to understand the unique needs of the system. For the juvenile population, we evaluated the detention, evaluation and the commitment population, including those waiting placement and long-term commitment. The staffing analysis included custody, programs and services, support, and central administration. Utilizing this information, our team established the operational and programmatic needs for SCDJJ.

With this information, our team developed masterplan recommendations, including new construction, renovation, and decommissioning existing infrastructure to meet the current and long-term needs of the centralized juvenile system in South Carolina.

Liberty Lake Master Plan

CITY OF LIBERTY LAKE | LIBERTY LAKE, WA



Relevance

Master plan
Programming
Site relocations

Date Completed

2025

Delivery Method

varies

Original Project Budget

\$163K

Actual Completed Cost

\$141K

Reference

Mark McAvoy, City
Administrator
(509) 755-6728
mmcavoy@libertylakewa.gov

This multi-phase planning and visioning effort by BCRA+Treanor for the City of Liberty Lake (CoLL) explores long-term strategies for enhancing public services, increasing departmental efficiencies and staff satisfaction and creating a more community-oriented civic campus.

Phase I focused on programming and test-fit studies for the Liberty Lake Library with the goal of identifying potential relocation sites within CoLL's existing building inventory that would better serve the growing community and respond to public feedback. Phase II expanded the scope to include the City Hall and Police Department, evaluating opportunities to consolidate or relocate these services into more efficient configurations. Phase III shifted to broader visioning for the Town Square, exploring the integration of a new library, a potential community center, and the existing farmer's market.

Throughout all phases, we led and participated in engagement efforts with City leadership, stakeholders, and the community to guide planning and ensure alignment with civic goals. Our team also collaborated with specialized subconsultants, including cost estimators, to inform decision-making. This project remains ongoing and is currently at the conceptual development stage.



MASON COUNTY | SHELTON, WA

Predesign study
 Existing facilities
 Condition assessment
 Correctional facility
 masterplan

The BCRA+Treanor team partnered with Mason County to implement their vision to provide wrap-around services for substance use disorders, crisis stabilization, and behavioral health. We held visioning workshops to identify current gaps in services, determine needs for a refurbished facility, and articulate what a new facility could encompass. Biweekly meetings with the County Project Manager helped keep data flowing and facilitated timely decisions.

2025

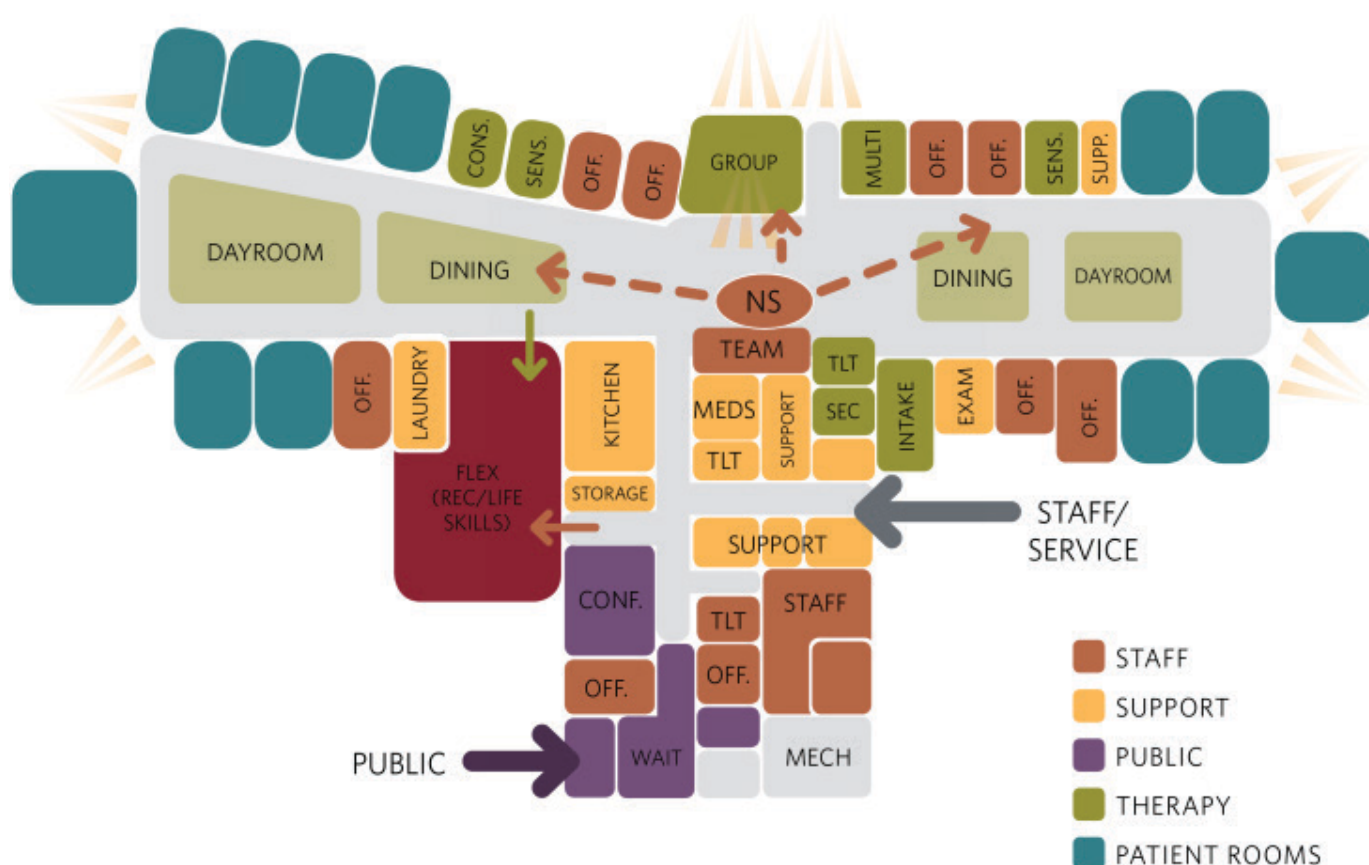
As data was being collected and analyzed and the project vision was being solidified, we conducted an existing conditions analysis of the current jail including the general condition, structural systems, mechanical/electrical/plumbing systems, security, and life-safety systems. The master planning effort considered options for a major renovation of the existing jail, a complete demolish and rebuild, and a new jail on another site. After completion of the information gathering and existing conditions analysis phase, we developed detailed space programs for detention and behavioral health spaces and adjacency diagrams to support the County's decision-making process. Additionally, we provided options for integrating the behavioral health program into the existing jail as well as a standalone behavioral health facility alongside site layout options. **Mason County ultimately received thoughtful, carefully crafted recommendations and alternatives that considered both their specific needs and best practices in correctional and behavioral health environments.** Each option was presented to the County with an associated cost estimate for consideration.

N/A (Digital Report)

\$703K

\$654K

Mark Neary
County Administrator
(360) 427-9670, extension 530
mneary@masoncountywa.gov



SW-BH Community 16/48 Behavioral Health Pre-Design

WA DSHS | MULTIPLE LOCATIONS STATEWIDE

Relevance

Predesign study
Existing facilities
Multiple sites

Date Completed

2019

Delivery Method

N/A (Digital Report)

Original Project Budget

N/A (Digital Report)

Actual Completed Cost

N/A (Digital Report)

Reference

Larry Covey
Capital Programs Chief
(360) 628-6662
coveylg@dsht.wa.gov

BCRA partnered with the State of Washington to develop three predesign reports for one 16-bed and two 48-bed behavioral health facilities, the first in a set of projects that will bring much-needed mental health beds to communities around the state. Moreover, our team was challenged to help the state explore operational alternatives and efficiencies to provide world-class treatment to the behavioral health population.

The predesign effort included evaluating six locations and defining both program and facility needs. The analysis entailed investigations of existing facilities, infrastructure, site improvements, transportation networks, environmental elements, cultural and historic resources, and staffing needs and availability. Further, the predesign identified community connections to provide holistic solutions that aid in healing and facilitate patient reintegration into the community.

The BCRA design team led a diverse group of stakeholders, including several doctors and staff members, through the predesign planning process. This ensured their concerns and ideas were heard to develop the best environment for both residents and staff.

The three predesign reports were produced on an accelerated timeline and helped the project achieve legislative appropriations for both the 16-bed Maple Lane project and the 48-bed Clark County project.

WA State's New Community-Based Behavioral Health Facilities

WA DSHS/HEALTHCARE AUTHORITY | VANCOUVER, CENTRALIA, AND STANWOOD, WA

Clark County Behavioral Health Facility



Oak Cottage Behavioral Health Facility at Maple Lane



Fern Lodge Behavioral Health Facility



Relevance

New model of care
Multiple facilities
Multiple sites
Existing facilities

Date Completed

CC: 2025
ML: 2023
FL: 2025

Delivery Method

CC: GC/CM
ML: GC/CM
FL: Design-Build

Original Project Budget

CC: \$56M
ML: \$14.4M
FL: \$26.1M

Actual Completed Cost

CC: \$61.5M
ML: \$15.4M
FL: \$26.1M

Borrowing on national trends applied locally, Washington State is improving access to behavioral health services for this sensitive and often underserved population. **Prior to design of these facilities, the team also partnered with the state on an immersive predesign process to inform programming of these facilities (shown on previous page).**

The involuntary care environment for Clark County is comprised of three 16-bed facilities on a single campus. Sustainable solutions for this location and the Maple Lane facility include extensive daylighting strategies, indoor water reduction, PV solar array systems, and solar carports alongside EV charging stations. This facility, like all DSHS facilities, is designed to achieve LEED® Silver accreditation and is Zero Net Energy capable.

Oak Cottage at Maple Lane is the home of Washington State's first decentralized mental healthcare program. The biophilic design strategy included two secure outdoor spaces for respite and nature nooks, which not only provides natural daylight and views but also creates a less institutional look on the exterior with extensive glazing and areas of visual interest. **Interior design was inspired by the idea of a quilt motif, which provides visual cues of comfort for the residents.** Special study and care were also taken to create an innovative care team station that balances connection and safety for both residents and staff.

Fern Lodge Behavioral Health Facility is a two-phase, 32-bed behavioral health facility. The project utilizes the prototype design of the 90-180 day residential treatment facility developed for the Maple Lane and Clark County facilities, an application of the **preferred treatment model of care and vetted behavioral health standards and specifications.** Phase One consists of one 16-bed facility, 60 parking stalls, and sitework for full development. Fern Lodge is also designed to be Zero Net Energy capable and achieve LEED® Silver designation.

The residential treatment facility model used on these three facilities strives to destigmatize mental healthcare by providing an empathetic design and new model of care that emphasizes safety, connection, and choice in a healing, homelike environment.

Reference

Larry Covey
Capital Programs Chief
(360) 628-6662
larry.covey@dshs.wa.gov

we've got you covered

Experience Working with Sensitive or Classified Materials



Protecting Classified and Sensitive Information

Our team understands that the protection of classified and sensitive information is paramount throughout both the design process and the delivery of secure facilities, especially when it pertains to youth. Our approach is grounded in both ethical responsibility and compliance with all applicable legal standards, including HIPAA, FERPA, and other data privacy laws.

When storing such information in the cloud, we follow best practices to ensure it is secure, encrypted, and accessible only to authorized users. Our approach includes:

- Secure, compliant cloud platforms
- End-to-end encryption
- Access controls and user permissions

Information Security Protocols

We implement strict document control measures, including the use of encrypted file-sharing platforms, access-restricted BIM models, and layered drawing sets that limit visibility of sensitive systems to only those with the appropriate clearance or need-to-know. All employees are required to acknowledge our policies and procedures in our Employee Handbook and as such, staff may not disclose confidential information. Furthermore, employees who work on public projects are required to pass Washington State Patrol background checks to ensure that any person who has pled guilty to or been convicted of a felony crime against children is not permitted to work onsite.

Permitting & Construction

From the outset of the project, we engage with the permitting authority to establish a secure submission pathway. During permitting and construction, we prepare streamlined document sets for general circulation while withholding or generalizing sensitive details. Restricted appendices are provided only to authorized reviewers under sealed or encrypted cover, with early coordination ensuring permitting authorities follow appropriate handling procedures. At project completion, documents are either returned or securely destroyed. This comprehensive approach allows us to meet permitting and construction requirements while safeguarding the security and integrity of sensitive information.

By structuring document circulation, we protect both the client and the integrity of the facility. Our approach ensures that only those directly responsible for review and approval gain access to restricted information, while the broader permitting process remains compliant, transparent, and efficient.

Commitment to Stewardship

We view ourselves as stewards of the information entrusted to us. By combining professional confidentiality practices, secure digital tools, and design strategies that control access to sensitive data, we provide our clients with confidence that classified and sensitive information remains protected at every stage of the project.

“

Treanor has been a joy to work with, demonstrating professionalism while actively listening to our wants and needs. They creatively aligned their designs with our vision, all while keeping us under budget. I consider Treanor to be a leader across the U.S. in designing a new generation of safe, secure, operationally efficient, and trauma-informed juvenile facilities.

Scott Matthew
Juvenile Services Director
Williamson County, TX





we've got you covered

Past Performance

For us, predesign services are not just technical reports. While we take into consideration bed count, density, circulation, zoning constraints, grades, etc., we cannot overlook the non-qualitative aspects of the potential reuse of existing buildings and the overall program the State envisions for the future.

A masterplan is an evaluation of the existing conditions, creating a vision for the future, and providing a plan that can be implemented over the next ten to twenty years.

Our team takes a holistic approach to predesign services, creating a plan that is collaborative with all stakeholders and presents the vision of DCYF.

We provide an integrated design approach which brings all stakeholders together to have a voice in the solution.

Listening first is the start of every workshop, allowing our team to understand your needs and wants to ensure the end solution meets your expectations and goals. Our experience working with similar clients allows us to provide you with an approach designed to:

- Provide insightful information to support good decision-making
- Be flexible to adapt to new opportunities and circumstances
- Be transparent and inclusive of all stakeholders' needs
- Be responsible stewards of the State's resources, now and for the future
- Prepare strategic recommendations for Capital budgets that embody the department's outlook while meeting the secure, solemn, and hopeful needs of its purpose

Our team has found success engaging all internal and external stakeholders early for design workshops, regardless of their relation to the site or building design. Having all stakeholders together brings a different perspective to the project and encourages a wide range of participation.

We encourage outside agencies that support the State's Juvenile services to participate in these workshops. These stakeholders bring a different perspective to the project that enhances the overall design solution, and the resulting discussions allow the team to consider different aspects that may impact the project, thus generating ideas that support an environment of recovery.

In these early workshops, every idea is encouraged and explored, with each discipline working together toward solutions that benefit all stakeholders. Our approach does not simply look at current facilities but looks at the entire system to better understand how department policies, practices, and process impact the system's overall effectiveness.

Describe the approach the Proposer might utilize to achieve and maintain Owner's project scope, schedule and budget.

Our approach to safeguarding the project scope, schedule, and budget is first to work with you to develop a detailed scope, which we will translate into a work plan. The scope will identify meetings, workshops, information needed from you, and key deliverables. The scope will be tied to a realistic schedule developed in conjunction with our key team members. The schedule will show a path to successfully achieve or beat your critical milestones.

Past Performance

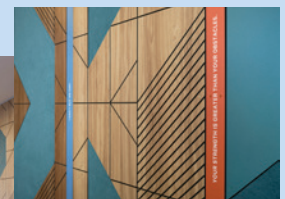
Trauma-Informed Design Leads to Better Patient Outcomes

Implementing Governor Inslee's commitment to smaller, community-based facility treatment centers required early collaboration with the team and stakeholders to define the desired outcomes at the **Oak Cottage Behavioral Health Facility at Maple Lane**. This engagement revealed residents wanted an interior space that felt homelike, safe, secure, and comfortable. At Oak Cottage, the interior design incorporates a "quilt motif" within its walls, creating a welcoming atmosphere that evokes a sense of care and promotes recovery and healing. The facility is securely staffed 24/7, featuring a care team station designed to ensure visibility and safety for both patients and staff.

Recognizing the profound impact that the environment has on mood and behavior, our goal was to design spaces that promote safety, self-reliance, and respect. By incorporating trauma-informed design principles, we aimed to create interior environments that minimize stressors and reflect patients' identities.

We employed warm color palettes and acoustic treatments to absorb unwanted noise and distractions, fostering a calming and healing atmosphere. The addition of a herringbone pattern to the hallway flooring, interior finishes, and acoustic panels helps create a homelike setting, while patterned ceramic tile walls in the bathrooms add a touch of hospitality.

A post-occupancy evaluation survey revealed that patients were restrained less and experienced lower rates of aggression toward staff. Oak Cottage's interior design empowers staff to feel safe at work while creating an empathetic space where patients feel valued, seen, and heard.



We will work with you as we build the schedule to identify realistic review timeframes and dates when key information is needed from you in order to stay on schedule.

Describe and provide examples of how the proposer successfully developed Owner's project scope while staying within the proposed budget.

An example of how we've successfully developed project scope while staying within the proposed budget is the **Mason County Community Justice Center Masterplan and Predesign**. The BCRA+Treanor team worked closely with Mason County to first understand their expected outcome and the purpose of the masterplan and predesign effort for their jail and behavioral health facility. Once that was established, we outlined our proposed process to achieve that outcome for the County and refined it with them before preparing a detailed scope of work. The County's masterplan and predesign effort was funded through a grant, which had limited funds.

We tailored our approach to stay within the budget and were able to come in under budget. A portion of the remaining budget was utilized for additional studies, leaving budget to initiate schematic design efforts if the County chooses to move forward. This was possible due to thorough and thoughtful planning, forward-thinking through the process, and keeping the team on task and focused on the outcome.

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.

The BCRA+Treanor team uses MS Project to build and maintain project schedules. We do this in conjunction with scope development as both documents inform each other. As we build the schedule, we start with an outline of the agreed-upon process and expand it to include client review times, agency review times, critical milestones, funding deadlines, and other activities that could impact or inform the schedule.

A few months before construction was to begin on **Clark County**, the client lost the rights to the planned parcel. The client found another parcel that met their needs; however, it was subject to soil liquefaction. The geotechnical report recommended full soil treatment under both the footings and slab on grade, potentially adding significant costs. **The team collaborated with multiple trusted industry experts and developed an alternative strategy to increase the size of footings and the thickness of our SOG, saving approximately \$3M and shortening the schedule by over 3 months.**

We understand that workshops and larger meetings can be difficult to schedule, so we build time into the schedule to give us the flexibility to shift as needed and still maintain the overall schedule.

As we expand the schedule to include construction activities, we often engage our contractor partners about their approach to the project and realistic timeframes for construction. This engagement is critical not only for direct input on the schedule but also to identify long-lead items and cost escalation we may not be aware of. As we head into more uncertain economic times, our connections in the industry and awareness of what our partners are seeing is paramount to project success.

Communication

We have developed proven project management strategies that maintain scope, schedule, and budget. We practice clear and continuous communication, which sets the groundwork for keeping projects on time and on budget. Tracking software, regularly scheduled meetings, progress reports, and detailed cost estimates assist the team in staying on track during all phases of design and construction.

Our process to meet budget and produce quality documents begins with the Project Management and Risk Management Plans as well as a cost model. We implement strategies to reduce errors, omissions, and change orders as the project progresses. We also include a robust quality assurance/control plan for all phases.

Collaborative Project and Risk Management

Our Project Management Plan (PMP) is a tool to collaborate with DCYF to establish a clear schedule, communication plan, and Risk Management Plan at the beginning of design. This tracks expectations and is agreed upon by all team members.

Clark County Behavioral Health Facility BUDGET SUCCESS



A Risk Management Plan is an integral part of the PMP. Our team will think through possible risks, potential impacts to the project, probability of occurrence, and how to mitigate the identified risks. The Risk Management Plan forms a guide for all stages of the project, not only to help manage risk but also to determine how to course-correct, which keeps the project on schedule and within budget.

We would also propose creating a cost model early in design to align program, quality, and expectations with schedule and budget. Working closely with our consultants and the cost estimator will also help in managing construction cost estimates.

Additionally, managing the budget includes confirming design intent, developing designs that can be easily constructed and phased, and avoiding systems or methods that unnecessarily drive up building costs. Our regularly scheduled project meetings throughout the process include a Value Analysis Review spreadsheet, which we use to analyze and communicate costs with you as the predesign is being developed.

Further cost control measures include:

- Subconsultant for cost estimating services, which allows the team to review and accurately revise the cost estimate to represent the project
- Page turn with the design team and general contractor prior to the milestone cost estimates to avoid surprises
- Revit (3D BIM) utilization to clarify and confirm quantities as well as coordinate phasing when applicable
- Continuous value engineering that does not impact schedule, quality, or intent

Defining and maintaining scope, budget, and schedule are important factors in measuring past performance success.

Green Hill School Residential Mental Health Unit

DCYF PARTNERSHIP



Highlights

DCYF partnership
Sensitive population
LEED® silver certified
Focused design on resident/staff experience
Compressed schedule

Reference

Penny Koal
(360) 701-2968
penny.koal@des.wa.gov

BCRA worked with the Washington Department of Children Youth & Families on the Green Hill School Residential Mental Health Unit, the Health Center Admin Unit, and the Intensive Management Unit in Chelalis, WA. **This partnership provides younger populations with the services they need to rehabilitate in healing environments.**

The **Residential Mental Health Unit (RMHU)** serves those with acute mental health needs in an environment with calming colors and acoustic treatments and also houses resident and staff support spaces, classrooms, counseling, and offices. **The addition blends visually with the campus's existing residential units, met aggressive project schedule deadlines, and was completed under budget.**

The **Health Care Administration Unit (HCA)** houses medical and mental health services on the first floor and administrative services on the second floor. Interior materials, including lighting and plumbing fixtures, are durable and vandal-resistant, meeting program requirements and extending life-cycle performance. The project was both constructed and occupied in phases.

The **Intensive Management Unit (IMU)** is a maximum-security facility housing male youths in three separate pods. Offices, a kitchen, classrooms, quiet rooms, and other support areas provide staff and residents with the spaces they need. Pods are separated and assigned their own counselor spaces, allowing programming to meet the needs of residents in each pod. A central control room allows ample visibility to all building areas.

Budget Success. Intentional design decisions and collaboration led to a bid award below cost estimate and a project that was completed nearly \$60K under budget.



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Life Cycle Cost Analysis Experience

Life Cycle Cost Analysis Experience

BCRA utilized the State of Washington's OFM Life Cycle Cost tool in conjunction with the Washington State ELCCA (Energy Life Cycle Cost Analysis) tool during the **Community 16/48-Bed Facilities Capacity Predesign**.

We were able to compare the operation of a prototype facility, **Oak Cottage Behavioral Health Facility at Maple Lane**, with one in Vancouver to better understand how a building's location can affect life cycle costs.

We also used the State's ELCCA tool to study three different HVAC systems, including one option with a rooftop-mounted photovoltaic (PV) solar panel system that met the Governor's Executive Order 20-01 for zero-energy or zero-energy-capable buildings. We found that the PV solar array option would pay for itself after 20 years and add to green energy generation capacity while only adding \$10,000 in initial costs per building.



BCRA has developed an extensive materials library that identifies products proven to be environmentally friendly and suitable for certain installation methods. This allows team members to make design choices that are vetted and reflective of our mission to provide sustainable solutions. **Our team will work with DCYF to select materials that work for your specific programmatic cost and durability needs while making the best environmental choice possible.**

In summary, we propose using the State's ELCCA Tool while augmenting it with additional resources to achieve a holistic and value-based life cycle cost analysis.

Zero Net Energy in WA

DSHS Behavioral Health Facility at Clark County

An Zero Net Energy (ZNE) charrette introduced conversations on design, construction, operations, and maintenance.

We agreed on three priorities:

1. Develop an **all-electric building**
2. Leverage energy conservation measures with a **low-EUI target**
3. Evaluate renewable energy capacity, layout, and cost to **achieve Zero Net Energy performance**

The mechanical team used energy modeling software to evaluate and select strategies, including solar photovoltaics, ground-source heat pumps, efficient lighting, and high-performing insulation. The building is expected to achieve a **43% energy-use reduction**.



Behavioral Health Facility at Clark County

An aerial photograph of a modern, multi-winged building with a corrugated metal roof covered in solar panels. The building is situated on a grassy hillside with a dirt road in the foreground. In the background, there is a dense forest of evergreen trees and rolling hills under a clear blue sky. A semi-transparent white geometric shape, resembling a house silhouette, is overlaid on the left side of the image, containing the text 'Sustainable Design Experience' and 'we've got you covered'.

we've got you covered

Sustainable Design Experience

Quick Facts

150+ LEED® Certified Buildings

40 LEED® Accredited Professionals

4 Net-Zero Energy Facilities

Sustainable Design Experience

In partnership with other industry leaders, BCRA led the development of our Healthy Buildings Initiative with the intent to develop a pathway for more climate- and people-responsive design and construction. We use the initiative as a guide when discussing sustainability goals with clients. BCRA has designed 50+ projects to LEED®, Evergreen Sustainable Development Standards, and Green Globes standards. We have designed the first Zero Net Energy building for the Washington State Department of Social and Health Services and have now completed two other projects that use solar panels to generate as much power as the building produces.

Our proposed core team members include LEED® Accredited Professionals, an Envision Sustainability Professional, and the chair of APWA Washington Chapter's Environment and Sustainability Committee.

Sustainable Design Approach

Sustainability is an integral part of the BCRA+Trenor design process. Trenor defines sustainability as the integration between building performance, health outcomes, and community resilience. Whether optimizing the project's use of energy and water resources, reducing the operational and embodied carbon footprint, or achieving industry recognized sustainability standards, our team balances multiple priorities to achieve design excellence, measurable building performance, and improved health and wellness in projects, making them resilient over time.

The **Oak Cottage Behavioral Health Facility at Maple Lane** achieved LEED® Gold, and our three projects at **Green Hill School** achieved LEED® Silver certification.



On the Oak Cottage Behavioral Health Facility at Maple Lane, constructed to reach Net Zero Energy, solar panels generate as much energy as the building produces

To achieve sustainable design goals, we have learned to pursue buffer credits above the project minimum compliance level and to review life cycle costs early in design. **Adams Street Family Center** and **Nativity House**, ground-up emergency/transitional housing facilities, scored well with Location and Neighborhood Fabric criteria. The sites chosen for development had good connections to existing development, a solid utility infrastructure, water-conserving fixtures, and an energy-efficient system. The site also had access to public transit.

By having a deep understanding of DCYF's operations, we will develop an effective sustainability strategy. BCRA+Trenor will approach sustainability goals by integrating the following tools:

- Confirming applicable sustainability expectations, including Governor's orders
- Holding an eco-charrette with DCYF and the entire design team
- Incorporating team input into team goals and objectives with assigned tasks
- Aligning cost estimate(s) with identified sustainability solutions
- Performing a check-in during SD to update/evaluate sustainable goals and their impact on program, design, and budget
- Life Cycle Cost Analysis
- Health & wellness approaches



Gordon Family YMCA

YMCA OF PIERCE AND KITSAP COUNTIES

BCRA partnered with Gordon Family YMCA and YMCA leadership, building a strong partnership with the City of Sumner and local business leaders to deliver one of the largest Community Centers in Pierce/Kitsap County.

we've got you covered

Diverse Business Inclusion Strategies



BCRA's Diverse Business Enterprise (DBE) Inclusion Plan was established over twenty years ago to reflect and augment our diversity in a way that brings greater perspectives and holistic solutions to our team and our clients. An integral part of BCRA's values is a commitment to developing partnerships and working on projects that elevate our community. A functioning Inclusion Plan is one way we accomplish this.

Through the years, we have developed a robust network and database of partners who are self-designated, state-designated, and city-designated diverse businesses, including minority-owned, woman-owned, veteran-owned, and small business enterprises. Many of these partners were referred to us by subconsultants or clients. Often a client or agency knows which diverse businesses are a good fit for them, and we welcome these introductions.

At BCRA, we practice a culture of inclusion and a mentorship mindset, which starts with diverse internal teams for projects and internal initiatives. Externally, we actively participate in programs for disadvantaged populations in the area, including Big Brothers Big Sisters and Habitat for Humanity. We value the enlarged perspective this service brings to our work, individually and as a firm.



BCRA and Ato Apiafi Architects partnering during the Hunt Middle School mentorship

Our Company-Wide DEI Commitment

Diversity, Equity, and Inclusion

Our commitment to increasing diversity, equity, and inclusion is rooted in the desire to dissolve barriers to opportunity arising from socially constructed notions of gender, race, and other inequities. Our initiative transcends usual DEI efforts to include belonging, reflecting our mission to go beyond inclusivity to true belonging for all in the spaces we build and design. BCRA acknowledges that our efforts will be an ongoing commitment to addressing inequalities that currently exist in our society. While we are not an MWBE/DBE certified enterprise, we seek to partner with and learn from those who are.

Pursuing Equitable and Inclusive Design

The process by which we get to solutions is just as important as the solutions themselves. With an inclusive process, hearing from all stakeholders, including those often underrepresented, is crucial to achieving an informed, equitable design.

Thoughtful and functional design that goes above and beyond has always been a design driver for our projects. Through equitable design practices that prioritize user experience and ease of use, we envision built environments that are beautiful, accessible, and provide a sense of belonging to all.

Reflecting Values

We see our firm as a conduit for supporting the growth goals of the diverse firms we consider our partners in the communities in which we work. Our objective to practice active allyship is lived out by sharing our professional resources and connections so that individuals gain experience with various tasks and efforts as well as with jurisdictions and clients, thus expanding their network and opportunities within the industry.

We strive to provide a collaborative process, engaging stakeholders and consultants from diverse backgrounds to develop design solutions that achieve design goals of belonging and inclusion by visioning, asking the right questions, listening, and reflecting back to fully inform the design.



Students learn about the architectural industry at this BCRA-hosted STEM day

we've got you covered

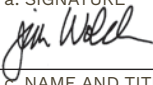
SF330 Part 2

BCRA
TREANOR



ARCHITECT-ENGINEER QUALIFICATIONS			1. SOLICITATION NUMBER (IF ANY)	
			N/A	
PART II - GENERAL QUALIFICATIONS				
(If a firm has branch offices, complete for each specific branch seeking work)				
2a. FIRM (OR BRANCH OFFICE) NAME			3. YEAR ESTABLISHED	4. DUNS NUMBER
BCRA, Inc.			1989	800375214
2b. STREET			5. OWNERSHIP	
2106 Pacific Avenue, Suite 300			a. TYPE	
2c. CITY	2d. STATE	2e. ZIP CODE	Sub - S Corporation	
Tacoma	Washington	98402	b. SMALL BUSINESS STATUS	
6a. POINT OF CONTACT NAME AND TITLE			No	
Jim Wolch, Principal			7. NAME OF FIRM (IF BLACK 2A IS A BRANCH OFFICE)	
6b. TELEPHONE NUMBER		6c. EMAIL ADDRESS		
(253) 627-4367		jwolch@bcradesign.com		
8A. FORMER FIRM NAMES (IF ANY)			8B. YR ESTABLISHED	8C. DUNS NUMBER
Architects BCRA, Brown Connally Rowan Akiyama			1989	800375214

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR THE LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number
		(1) FIRM	(2) BRANCH			
06	Architect	13		A11	Auditoriums & Theaters	0
37	Interior Designers	8		C06	Churches; Chapels	3
47	Planners: Urban/Regional	1		D07	Dining Halls; Clubs; Restaurants	6
				E02	Educational Facilities; Classrooms	8
				G06	Graphic Design	2
				H09	Hospitals & Medical Facilities	8
				H11	Housing (Residential, MF)	8
				I05	Interior Design; Space Planning	4
				L04	Libraries; Museums; Galleries	3
				O01	Office Buildings; Industrial Parks	6
				P06	Planning (Site, Installation, Project)	0
				R04	Recreational Facilities	6
				R12	Roofing	0
				S12	Swimming Pools	6
				C10	Commercial Bldg (low rise); Shopping Ctr	6
				C11	Community Facilities	7
	Other Employees	40				
	Total	62				
11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR THE LAST 3 YEARS				PROFESSIONAL SERVICES REVENUE INDEX NUMBER		
(INSERT REVENUE INDEX NUMBER AS SHOWN ON THE RIGHT)				1. Less than \$100,000	6. \$2 million to less than \$5M	
				2. \$100,000 to less than \$250k	7. \$5 million to less than \$10M	
				3. \$250,000 to less than \$500K	8. \$10 million to less than \$25M	
				4. \$500,000 to less than \$1M	9. \$25 million to less than \$50M	
				5. \$1 million to less than \$2M	10. \$50 million or greater	
a. Federal Work		1				
b. Non-federal Work		8				
c. Total Work		8				

12. AUTHORIZED REPRESENTATIVE	
The foregoing is a statement of facts.	
a. SIGNATURE	b. DATE
	9/3/25
c. NAME AND TITLE	
Jim Wolch, Principal	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (or Branch Office) NAME Treanor, Inc.			3. YEAR ESTABLISHED 1981	4. UNIQUE ENTITY IDENTIFIER GRZJXVS5N7E9
2b. STREET 719 SW Van Buren Street			5. OWNERSHIP	
2c. CITY Topeka			2d. STATE KS	2e. ZIP CODE 66603
6a. POINT OF CONTACT NAME AND TITLE Jeff Lane, Principal			a. TYPE S-Corporation	
6b. TELEPHONE NUMBER 785.235.0012			b. SMALL BUSINESS STATUS n/a	
6c. EMAIL ADDRESS jlane@treanor.design			7. NAME OF FIRM (If Block 2a is a Branch Office) Treanor, Inc.	

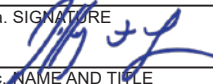
8a. FORMER FIRM NAME(S) (If any)	8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
n/a	n/a	n/a

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	32	2	A06	Airports; Terminals; & Hangars; Freight Handling	5
06	Architect	55	2	A11	Auditoriums & Theaters	6
08	CADD Technician	45	3	B01	Barracks; Dormitories	3
12	Civil Engineer	1		C10	Commercial Building; (low rise); Shopping Centers	4
21	Electrical Engineer	1		C13	Computer Facilities; Computer Service	3
37	Interior Designer	7		E02	Educational Facilities; Classrooms	9
39	Landscape Architect	2		D07	Dining Halls; Clubs; Restaurants	4
48	Project Manager	9		E02	Educational Facilities; Classrooms	9
Other	Historic Architect (licensed)	12	2	H08	Historical Preservation	9
Other	Architectural Historian	2		H09	Hospitals & Medical Facilities	9
Other	Student Intern	8	1	H11	Housing (Residential, Multifamily, Apartments, Condominiums)	7
				I01	Industrial Buildings; Manufacturing Plants	7
				I05	Interior Design; Space Planning	5
				J01	Judicial and Courtroom Facilities	8
				L01	Laboratories; Medical Research Facilities	6
				L04	Libraries; Museums; Galleries	4
				O01	Office Building; Industrial Parks	5
				P06	Planning (Site, Installation and Project)	6
				P08	Prisons & Correctional Facilities	8
				P13	Public Safety Facilities	4
	Other Employees			R08	Research Facilities	6
Total		174	10	S08	Special Environments; Clean Rooms; Etc.	4

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	2	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	9	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	9	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 8/20/2025
c. NAME AND TITLE Jeff Lane, Principal	



Tacoma, WA

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T (253) 627-4367

Spokane, WA

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Topeka, KS

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