



February 26, 2026



State of Washington
Department of Enterprise Services - Facility Professional Services
Washington State Criminal Justice Training Commission
Attn: Jeff Gonzalez
19010 1st Ave. S,
Burien, WA 98148

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

Re: Washington State Criminal Justice Training Commission (WSCJTC) Burien Firing Range
Project No. 2026-752

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 successful pre-designs for both the Department of Enterprise Services and the Criminal Justice Training Commission, we can imagine few projects where so many of our passions would intersect. 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 WSCJTC community.

The team we've assembled for this project is well-suited to respond to the needs and challenges of this project. Our team will be led by Ryan White, project leader; Jake Davis, Justice+Civic training expert; Dr. Tommy Abercrombie, firing range expert; and Lori Coppenrath; pre-design manager. They'll be backed by engineers and the cost estimator who contributed to our 2023 pre-design for the CJTC relocation-expansion project. We look forward to once again collaborating with DES Project Manager Jeff Gonzalez, who guided our team as we worked with CJTC stakeholders on that pre-design effort.

DLR Group has a strong background in State of Washington OFM Predesigns, firing ranges, facilities and campus development, and AHD code requirements. Besides our successful pre-design for the CJTC relocation-expansion, where we complied with the same AHDs, we've delivered pre-designs for numerous state projects including the Washington State Reception Center and the Green Hill School Activities and Wellness Center. Our firing range portfolio includes projects across the nation, including ranges for the City of Bellevue; Adams County, Colorado; and the City of Sherwood, Oregon.

We are well-versed in multi-phased State agency construction, the State of Washington capital budget process, planning, life-cycle cost analysis, sustainable design, and the process to achieve LEED Silver or better certification. Our renovation of the historic Pritchard Building on the Capitol Campus in Olympia has been delivered in multiple phases with construction funding allocated across two biennia. The DLR Group-designed Green Hill School Campus Recreation Building was the first state project to be delivered under E.O. 18-01, which mandates net-zero-energy-ready 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 CJTC 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

A handwritten signature in black ink, appearing to read "Ryan White".

Ryan White, AIA, NCARB
Senior Associate | Project Leader
d: 206/461-6089
e: rwhite@dlrgroup.com



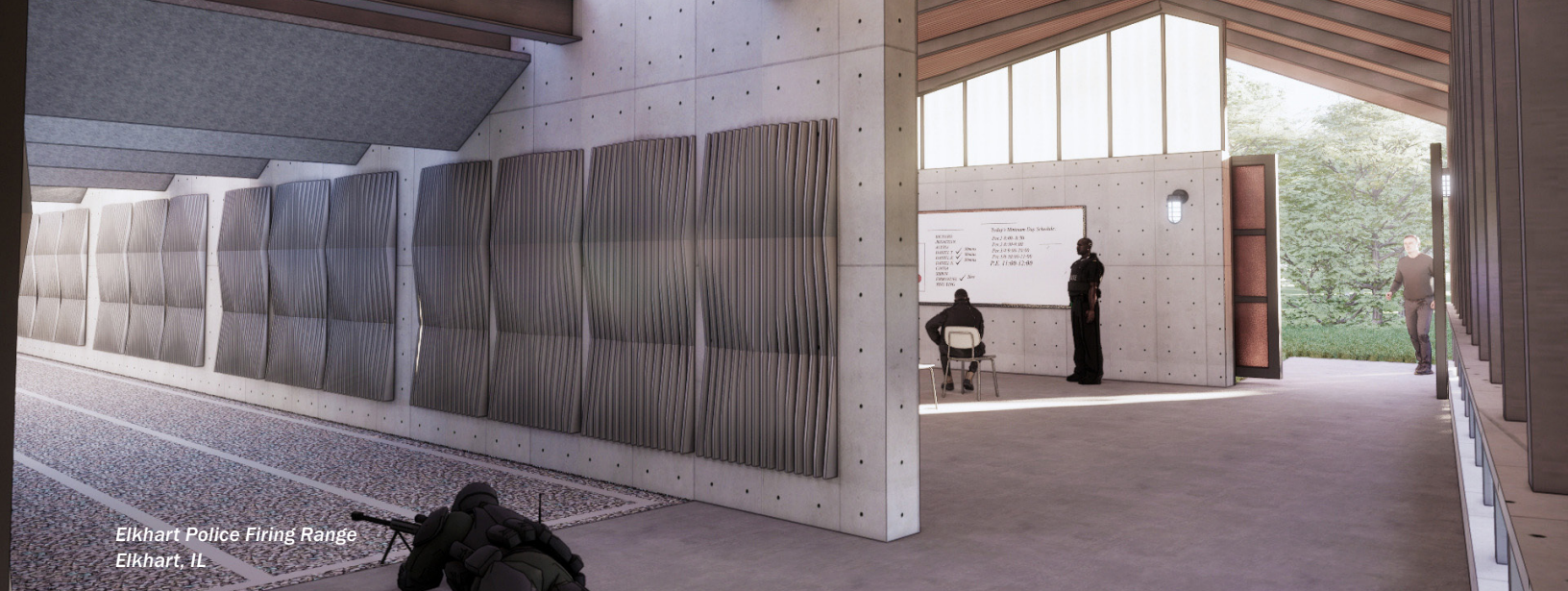
STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

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: DLR Group inc., a Washington Corporation		
UBI: 600 635 248	TIN: 47-0695930	License#: 600 635 248
Point of Contact Name: Ryan White		
Point of Contact Title: Vice President		
Email: rwhite@dlrgroup.com	Telephone: 206-461-6089	
Address: 51 University Street, Suite 600		
City: Seattle	State: WA	Zip: 98101



Elkhart Police Firing Range
Elkhart, IL

Executive Summary

Criminal Justice and Public Safety Training Design Philosophy and Approach

For this important planning effort to expand WSCJTC's firing range 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 facilities across the United States for major training entities, including the project that led to this request for qualifications.

The criminal justice and public safety design leadership of Jake Davis and Tommy Abercrombie bring evidence based best practices in weapons training components for public safety training as the first significant reimagining of the Burien campus.

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 so that this first phase project will set the campus up to be successful not just with this project, but also for the future projects being considered for this site. We will focus on business-driven design solutions 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.

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

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 Fort Worth Police and Fire Headquarters and Public Safety Training Center, they had been planning for a new police and fire training center 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 feet indoor tactical training village, emergency vehicle driving course, bike officer course, driving and live fire simulation rooms and a large defensive tactics area.

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

Pre-design Development

Training Program Development

DLR Group will re-establish the Training Program Steering Committee (TPSC), from the campus-wide pre-design, and the team will review:

- Current and projected enrollment/throughput for the firing range
- WSCJTC vision, mission, and educational goals
- Current training programs / specifications, as well as 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 Firing Range Program. These groups will consist of, but are not limited to:

- Administration
- Training and Education
- Technology
- Safety & Security
- 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:

- Program component capacity and standards (including any availability for other jurisdictional use of the space)
- Firing Range Training program configuration and delivery
- Size, space types and adjacency requirements for the firing range complex
- Description of functions and uses
- Connectivity
- Special considerations
- Finishes, furniture and equipment requirements.

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

Pre-Design Master Plan Development

Throughout the process DLR Group will update the CJTC's pre-design Master Plan, which was designed as a "living" document, able to adjust to the changing needs of the CJTC for the foreseeable future. We will assess how decisions made for the new firing range project might impact the phased approach to improvements at the CJTC Main Campus.

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.



Leadership

Ryan White, AIA, NCARB
Project Leader
50% involved

Jake Davis, AIA, LEED AP
Justice +Civic Training Expert
50% involved

Specialty Experts

Dr. Tommy Abercrombie,
NCARB, LEED AP BD+C
Public Safety and Training Center Expert
50% involved

Lori Copenrath,
Predesign Manager
20% involved

Design & Support

Atika Jain, AIA
Project Manager
75% involved

William Ragland, PhD, PE, SE
Engineering Leader / Structural Engineer | 20% involved

Keith Miller, PE ASHRAE
Mechanical Engineer
30% involved

Matthew Wiggins
Cost Estimator
Wiggins Preconstruction Services
10% involved

Thaddeus Egging, PE,
LEED AP BD+C
Civil Engineer
KPFF
30% involved

Sean Avery, PE, LEED AP
Electrical Engineer
20% involved



Ryan White, AIA, NCARB

Senior Associate | Project Leader

Ryan is an architectural designer with a strong background in public sector projects. His experience includes new construction and tenant improvements of all scales. His portfolio spans a wide range of project types, from Department of Defense work to public safety and school facilities.

Select Experience

Oregon State Police Central Point Area Command-Crime Lab-ME Addition Remodel, Central Point, OR
Public Safety Center

City of Issaquah Public Safety Facilities Master Plan, Issaquah, WA
Long-term master plan of the City's Police, Fire, and City Hall Services.

Washington Military Department Joint Forces Headquarters, Tacoma, WA

Education

Bachelor of Architecture
University of Arizona

Registration, Accreditations, Affiliations

Architect: OR, #ARI-15326 + 3 additional states
NCARB, #353359
American Institute of Architects



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.

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

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



Tommy Abercrombie, PhD, 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

Chicago Joint Public Safety Training Academy-Chicago, IL

Prince George's County Public Safety Training Center-Bowie, MD

Montgomery County Public Safety Training Academy-Rockville, MD

Plano Fire Training Center-Plano, TX

Boise Fire Department Training Center-Boise, ID

Hayward Fire Training Center-Hayward, CA

Education

PhD Human Environmental Science - Architectural Studies
University of Missouri

Master of Liberal Arts
Texas Christian University

Bachelor of Liberal Studies
University of Oklahoma

Registration, Accreditations, Affiliations

NCARB
LEED AP BD+C



Lori Coppenrath

Principal | Pre-Design Manager

Lori is a Justice+Civic planning expert responsible for programming and planning public safety centers, courts, police and sheriff stations, dispatch centers, prisons, jails and facilities support spaces. Lori works with stakeholders early in the design process to define needs and specific operational functions.

Select Experience

Tukwila Justice Center, Tukwila, WA
Study, Analysis, Planning, Programming, and Design of a New 47,000-SF building

Salem Police Station Salem, OR
Study, Analysis, Planning, Programming, and Design of a New 104,845 SF Public Safety Center

Hawaii Department of Public Safety Training Center Pre-Design, Honolulu, HI
Planning for the relocation of the State's public safety training complex.

Education

M.A. Criminal Justice
University of Memphis

Three years Ph.D. coursework in Developmental Psychology
University of Memphis

B.A. Psychology, B.A. Philosophy of Religion Ithaca College

Registration, Accreditations, Affiliations

American Correctional Association
Academy of Criminal Justice Sciences
National Institute of Corrections



Atika Jain, AIA

Project Manager

Atika is an experienced project manager whose diverse background in architecture and design makes her a well-rounded and effective leader for any project team. With a strong foundation built from working on a variety of architectural projects, she understands the intricate demands of each task and is adept at developing comprehensive work plans for her teams.

Select Experience

Clackamas County Courthouse, Oregon City, OR
241,500 SF courthouse including 14 courtrooms with flex space

Washington Military Department, Camp Murray, WA*
7 tenant improvement projects spanning 2,500-3,500 SF each

DCYF Juvenile Rehabilitation, Washington*
Holistic rehabilitation center masterplan
** completed in prior association*

Education

Master Architecture
Clemson University

Registration, Accreditations, Affiliations

Architect: WA # 24010645
American Institute of Architects



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.

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

Education

Doctor of Philosophy Civil Engineering with a Structural Concentration

Master of Science Civil Engineering with a Structural Concentration

Bachelor of Science Civil Engineering
University of Tennessee

Registration, Accreditations, Affiliations

Professional Engineer: WA #53236 + 10 additional states

Structural Engineer: WA #53236 + 6 additional states



Keith Miller, PE, ASHRAE
Principal | Mechanical Engineer

Select Experience

Clackamas County Courthouse, Oregon City, OR
241,500 SF courthouse including 14 courtrooms with flex space

City of Hillsboro Police Station, Hillsboro, OR
New 67,000 SF headquarters consolidates multiple divisions into a high-performance facility designed for future growth.

Salem Police Station, Salem, OR

Education

**Bachelor of Mechanical Engineering
Minor in Mathematics,**
Walla Walla College

Registration, Accreditations, Affiliations

Mechanical Engineer: OR #60334PE American Society of Plumbing Engineers



Sean Avery, PE, LEED AP
Principal | Electrical Engineer

Select Experience

Marysville Civic Center; Marysville, WA
67,000 SF Public Safety Center

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.

Education

Master of Science-Electrical Engineering - Power Systems
Bachelor of Science-Electrical Engineering - Power Systems/Analog Design
University of Washington

Registration, Accreditations, Affiliations

Electrical Engineer: WA #27805 + 10 additional states
LEED Accredited Professional



Matt Wiggins
Principal, Wiggins Preconstruction Services | Cost Estimator

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

Education

**Bachelor of Mechanical Engineering
Minor in Mathematics,**
Walla Walla College

Registration, Accreditations, Affiliations

Mechanical Engineer: OR #60334PE American Society of Plumbing Engineers



Thaddeus Egging, PE, LEED AP BD+ChD, PE, SE
Principal, KPFF | Civil Engineer

Select Experience

Kirkland Fire Station 24 Training Facility, Kirkland, WA
Civil design for a fire training facility on a 0.8-acre site

Highline College Master Plan (with DES)
Stormwater master planning for an 80-acre campus

Education

Bachelor of Science Civil Engineering
Gonzaga University

Registration, Accreditations, Affiliations

Professional Engineer: WA #42764
LEED Accredited Professional BD+C
American Society of Civil Engineers

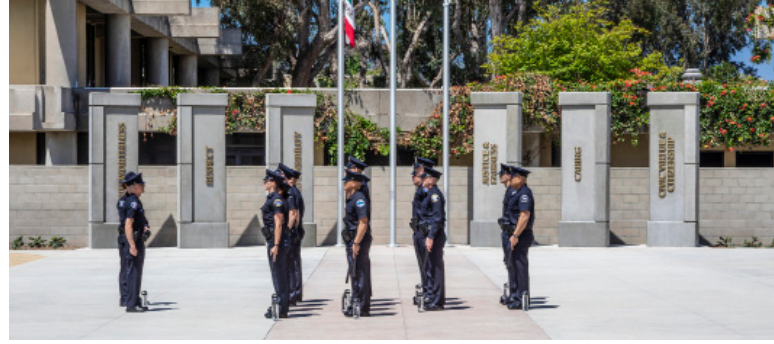
Relevant Experience

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. 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)

City of Chicago Joint Public Safety Training Center

Chicago, IL | Public Building Commission of

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. 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.



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

Montgomery County Maryland Public Safety Academy

Gaithersburg, MD | Montgomery County

The Montgomery County Public Safety Training Academy consists of a joint use training facility for police, fire, and emergency medical services in Montgomery County Maryland. The facility includes a large classroom facility that also house two 15 lane indoor firing ranges and police defensive tactics training areas. Training field elements include multiple police tactical village structures and two fire training burn structures. The facility also includes USAR training areas, EVOC course and an incident command simulation laboratory. One of the most unique features was an indoor fire training cityscape that allows fire crews and apparatus to train year round regardless of weather. This project achieved LEED Silver.



Client: Rassa Davoodpour, Montgomery County
Phone: (240) 777-6002
Email: rassa.davoodpour@montgomerycountymd.gov

Delivery Method: CMAR **Completion date:** October 2018

Project Budget: \$75M **Completed Costs:** \$73.9M

Austin Community College Public Safety Training Center

Austin, TX | Austin Community College District

Abercrombie Planning + Design was the Public Safety Designer for the Master Plan and Phase One of a new public safety campus for the Austin Community College Public Safety Programs. Phase one included a classroom administration building, indoor tactical village, an emergency vehicle driving course, and a 15 lane dynamic indoor firing range.

The range included laundry gun cleaning, storage, repair and ammunition storage as well as laundry and shower facilities for instructional staff.

abercrombie
PLANNING+DESIGN



Client: Deborah Ford Femat, Austin Community College District
Phone: (512) 663-5348 **Email:** deborah.femat@austincc.edu

Delivery Method: Design-Bid-Build **Completion date:** May 2018

Project Budget: \$19M **Completed Costs:** \$19.7M (owner requested scope changes)

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 Dr. Abercrombie 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. The resulting facility includes state-of-the-art police training areas including 4 indoor weapons ranges, a realistic 40,000 square feet 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.

abercrombie
PLANNING+DESIGN



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

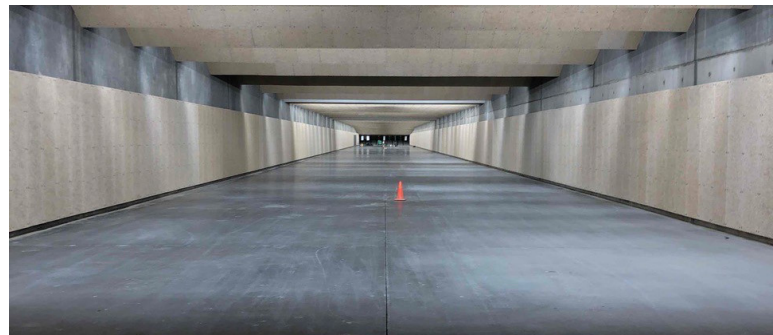
Delivery Method: Design-Build **Completion date:** 2015

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

Prince George's County Public Safety Training Academy

Bowie, MD | Prince George County

Abercrombie Planning+Design was the public safety training facility designer for the new police and fire training facility for the Prince George's County Maryland. Services included master planning and design for a multi-phased project with an overall budget of approximately \$250 million when all phases are complete. Phase one included one of the largest law enforcement indoor range complexes in the world and also included large indoor and outdoor tactical training areas. The state-of-the-art Public Safety Firearms Range serves multiple local, county, state and federal agencies.



Client: Division Chief Wayne McBride
Phone: (240) 832-0715
Email: wmcbride@co.pg.md.us

Delivery Method: CMAR **Completion date:** December 2020

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

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. This is especially true for the firing range functions as nearly every law enforcement agency in the region is looking for range space. Access to classroom and practical training operations spaces near the firing range are important tools that students and agencies use in training. This is particularly challenging on the WSCJTC Main Campus as is currently configured. This first step in re-imagining the campus will set the stage for greater efficiency and more effective training. Much like any other tool that a criminal justice officer uses in the field, the firing range 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.

Training criminal justice officers is the moment that honors and reinforces the mission of being in law enforcement. The design of a firing range training center should instill a sense of pride and serve as a tool 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 CJTC campus do.

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 for previous DES client agencies. The following projects reflect our pre-design experience with the State:

- CJTC Pre-design and Master Plan, Burien, WA
- GHS Recreation Building, Chehalis, WA
- SCTF, Seattle, WA
- CWU Arts Education Complex, Ellensburg, WA
- CWU Multicultural Center, Ellensburg, 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 Pre-design (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 CJTC Firing Range 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 **Project Leader, Ryan White**, will provide a single point of contact for DES, and will be assisted by **Project Manager, Atika Jain** for day-to-day management of the project team, budget and schedule.

Ryan and Atika will manage the development of the study with all the data and content necessary for comprehensive cost estimating. **Lori Copenrath** will use her years of

Washington State Pre-Design experience to ensure the document meets all of the State's standards and tells a compelling story to the Legislature.

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 will 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 firing range. 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 CJTC range project into the future. This effort starts with program verification, site analysis, and planning, built on our own operational understanding will come from the last pre-design that included observing your various operations,

activities and procedures that make up the CJTC 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 the key stakeholders in the firing range operations. 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 in relation to the firing range and how they interact with the rest of the greater facility. This process is NOT to 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 new facility.

We will assemble a verified program that respects and builds upon the campus-wide pre-design and any planning information that has been created since the campus-wide pre-design was completed. We are not looking to reinvent the wheel. Rather, we want to infuse the program with up-to-date firearm training operations understanding that sets up the updated campus to grow and flex appropriately with time. We have seen this play out time and again. Our collective understanding of firing range training facilities includes everything from knowing how pedestrians and vehicles access the site to how trash is managed.

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 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 firing range 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 the specific 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 update the broader campus adjacency bubble diagrams that depict how neighboring operating units relate to one another.

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 within and 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.

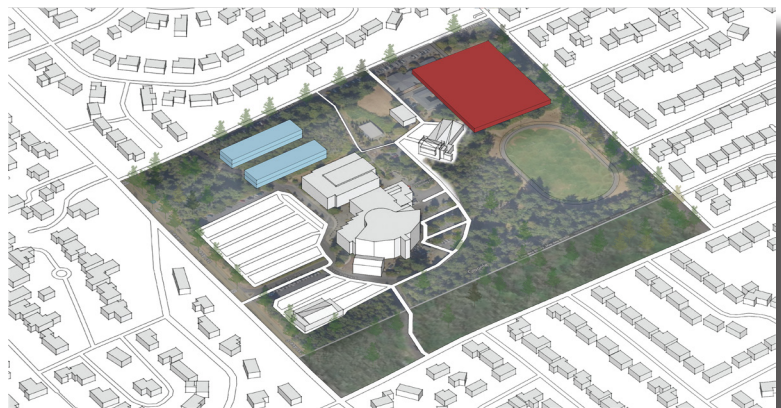
In the preliminary phase, the developed program and site analysis studies will be synthesized into site plans and conceptual massing diagrams to illustrate how the program elements will best fit onto the site to facilitate discussions with CJTC staff and the community. These studies will be supplemented 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 from the whole campus pre-design, but rather to understand the goals that are unique to the firing range component 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.

Our Pre-Design deliverable will include refining the Basis of Design narratives, based on decisions and design

outcomes agreed upon during the design phase. Conceptual level illustrative design drawings like site plan, floor plans, interior and exterior elevation studies, and perspective views shall be presented. The selected design option 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 firing range 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. We apply the “value design” principle of controlling costs from the Pre-Design project's inception. This is a continuous part of the design process, not an “event” that happens occasionally during the process.



WSCJTC Pre-Design Report Phase I Firing Range and Final Build-Out

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.

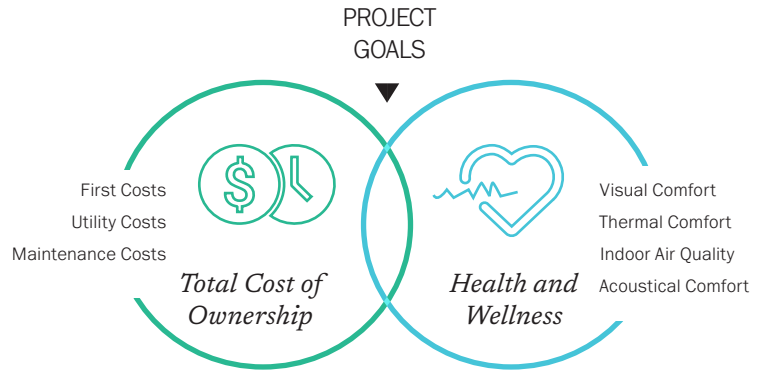
Balance Project Goals and Approach Budgets Holistically

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 WSCJTC Predesign Echo Glen Children's Center 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.

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.

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.

City of Kirkland

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. 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.

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)

2026-752

PART II - GENERAL QUALIFICATIONS

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

2a. FIRM (OR BRANCH OFFICE) NAME DLR Group Inc., a Washington Corporation			3. YEAR ESTABLISHED 1986	4. UNIQUE ENTITY IDENTIFIER G81EAQFRTF34
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 Ryan White, AIA, NCARB, Vice President				
6b. TELEPHONE NUMBER 206/461-6089		6c. E-MAIL ADDRESS rwhite@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	154	6	A06	Airports	1
06	Architect	506	28	A11	Auditoriums	1
08	CADD Technician	408	15	C11	Community Facilities	1
12	Civil Engineer	10	0	D04	Design-Build	3
16	Construction Inspectors	9	0	E02	Educational Facilities; Classrooms	6
21	Electrical Engineer	39	3	E07	Energy Systems	2
37	Interior Designer	202	9	E09	Environmental	1
39	Landscape Architect	8	0	F02	Field House / Gyms / Stadiums	1
42	Mechanical Engineer	48	1	H06	High Rises	1
57	Structural Engineers	51	3	H08	Historical Preservation	6
	Electrical Technician	55	4	H09	Hospitals	5
	Mechanical Technician	45	1	H10	Hotels/Motels	1
	Structural Technician	27	1	H11	Housing (Residential, Multi-Family, etc.)	5
	Business Development	135	1	I01	Industrial	6
	IT	69	1	I05	Interior Design	5
	LEED Accredited *	228	1	J01	Judicial	6
	*Counted in another professional discipline			L01	Labs	1
				O01	Office Buildings	7
				P06	Planning - Site	2
				P05	Planning - Community	2
				P08	Prisons	6
				P13	Public Safety Facilities	2
				R04	Recreation	1
				R06	Rehabilitation	1
				R08	Research Facilities	1
				W01	Warehouses	1
	Other Employees	0	0			
	TOTAL	1,734	73			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	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 02/26/2026
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c. NAME AND TITLE
Ryan White, AIA, NCARB, Vice President

ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN



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