DLRGROUP

PROPOSAL | ARCHITECTURAL & ENGINEERING SERVICES


**Pritchard Building Rehabilitation & Expansion and Renovation of John L. O'Brien Building 3rd & 4th Floors**

Washington State Department of Enterprise Services
Project 2022-254

1500 Jefferson St SE
Olympia, WA 98501
5-25-2022 | 2:00 PM

25 May 2022

Dear Ms. Easton:

DLR Group is built upon a commitment to civic architecture and a devotion to supporting those who dedicate their lives to public service. Founded in 1900 as John Graham & Associates, DLR Group's Seattle office is proud to be deeply rooted in Washington.

## We are a team of innovators who are passionate about transforming historic icons into high-performing buildings, and we take immense pride in our civic work.

The Joel M. Pritchard Building sits prominently on the Washington State Capitol campus, a modernist interpretation by Paul Thiry that manages to mesh harmoniously into the campus landscape. While the architectural expression of the Pritchard Building is elegant and timeless, it shares the same technical shortcomings as many of its modernist contemporaries. DLR Group has a proven track record of creative solutions that address these technical shortcomings and go beyond to create environments that truly support building users and meet modern expectations for functionality, safety, and wellness.

We would be honored to collaborate with you on this project and have the opportunity to ensure that the Pritchard and O'Brien buildings remain valued campus resources that endure for another 50+ years.

Erica Loynd, FAIA
Principal in Charge

STATE OF WASHINGTON

DEPARTMENT OF ENTERPRISE SERVICES

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

# Designated Point of Contact for Statement of Qualifications

| | | |
|---|---|---|
| Point of Contact Name and Title Erica Loynd, FAIA, Principal in the Firm | | |
| Firm Name DLR Group | | |
| Address 51 University Street Suite 600 | | |
| City Seattle | State WA | Zip 98101 |
| Telephone 206/461-6059 | Email eloynd@dlrgroup.com | |

# Addresses of multiple office locations of firm (if applicable)

| | |
|---|---|
| Address | |
| City | Phone |
| Address | |
| City | Phone |
| Address | |
| City | Phone |
| Address | |
| City | Phone |

# Diverse Business Certifications (if applicable)

***Certification issued by the Washington State Office of Minority and Women's Business Enterprise (OMWBE)***

- ☐ Minority Business Enterprise (MBE)
- ☐ Woman Business Enterprise (WBE)
- ☐ Minority Women Business Enterprise (MWBE)

***Certification issued through the Washington State Department of Veteran's Affairs***

- ☐ Veteran Owned Business

***Certification issued through Washington Electronic Business Solution (WEBS)***

- ☐ Small Business Enterprise (SBE)

# COVID-19 Vaccine Requirements

21-14.1 - Proclamation by the Governor

***Consultant confirms they have reviewed and understands the requirements of the Governors 21-14.1 COVID-19 Vaccine proclamation. https://www.governor.wa.gov/sites/default/files/proclamations/21-14.1%20-%20COVID-19%20Vax%20Washington%20Amendment.pdf***

☒ Confirm reviewed and understand

***Consultant has completed and attached COVID-19 Vaccine Verification Declaration form dated September 17, 2021 to this document. https://www.des.wa.gov/sites/default/files/public/documents/Facilities/EAS/Forms/PW-Contractor_COVID19-VacVerificationDecCert_9-17-2021.pdf?=3541a . Failure to attach COVID-19 Vaccine Verification Declaration will result in disqualifying submittal.***

☒ Declaration form completed and attached.

**PROCLAMATION BY THE GOVERNOR**

**21-14.1- COVID-19 VACCINATION REQUIREMENT**

# COVID-19 VACCINATION VERIFICATION DECLARATION FORM

## AGENCY AGREEMENTS AND PUBLIC WORKS CONTRACTS

| | |
|---|---|
| Contract No.: | 2022 – 554 |
| Project Name: | Pritchard Rehabilitation and Expansion and Renovation of John L. O'Brien Building Floors 3 and 4 |
| Consultant or Contractor Name: | DLR Group Inc of Washington<br>(Type/print full legal name of Consultant or Contractor Firm) |

*To reduce the spread of COVID-19, Washington state Governor Jay Inslee, pursuant to emergency powers authorized in RCW 43.06.220, issued Proclamation 21-14 – COVID-19 Vaccination Requirement (dated August 9, 2021), as amended by Proclamation 21-14.1 – COVID-19 Vaccination Requirement (dated August 20, 2021) and as may be amended thereafter. The Proclamation requires consultants or contractors who provide goods and services or perform public works with a Washington state agency to ensure that their personnel (including subconsultants and subcontractors) who perform contract activities on-site comply with the COVID-19 vaccination requirements, unless exempted as prescribed by the Proclamation.*

I hereby certify, on behalf of the consultant or contractor identified above, as follows (check one):

☒ ***CONSULTANT OR CONTRACTOR HAS IMPLEMENTED A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN THAT COMPLIES WITH THE VACCINATION REQUIREMENTS OUTLINED BY PROCLAMATION 21-14.1***.

The consultant or contractor:

- Has reviewed and understands the consultant's or contractor's obligations as set forth in *Proclamation 21-14 – COVID-19 Vaccination Requirement (dated August 9, 2021), as amended by Proclamation 21-14.1 – COVID-19 Vaccination Requirement (dated August 20, 2021);*
- Has implemented and agrees to update a COVID-19 Vaccination Verification Plan for its personnel that complies with Proclamation 21-14.1, and further:
  - Has required its subconsultants and subcontractors at every tier to develop, keep updated, and implement a COVID-19 Vaccination Verification Plan for their personnel, and has the subconsultant or subcontractor to prepare, submit and update (as necessary) a **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(S)** from each subconsultant and subcontractor at every tier for the contract-referenced above, and agrees to make said **COVID-19 VACCINATION VERIFICATION DECLARATION FORM(S)** available for inspection upon the Agency's request; **and/or**
  - Has obtained a copy or visually observed proof of full vaccination against COVID-19 for the consultant's or contractor's personnel and has required its subconsultants and

subcontractors at every tier to do the same for all individuals subject to the vaccination requirement in Proclamation 21-14.1;

- Complies with the requirements for granting disability and religious accommodations for the consultant's or contractor's personnel (including the personnel of subconsultants or subcontractors), who are subject to the vaccination requirement in Proclamation 21-14.1;
- Has operational procedures in place to ensure that any contract activities that occur in person and on-site at Owner/Agency premises will be performed by personnel who are fully vaccinated or properly exempted as required by Proclamation 21-14.1 (including the personnel of its subconsultants or subcontractors), except for those contract activities performed for a short period of time during a given day and where moments of close proximity to others on-site will be fleeting – e.g., a few minutes for deliveries;
- Has operational procedures in place to enable consultant's or contractor's personnel (including subconsultants and subcontractors) who perform contract activities on-site and at Agency premises to provide compliance documentation that such personnel remain in compliance with Proclamation 21-14.1 and all applicable health and safety regulations, standards guidelines, etc.;
- Agrees to provide copies of COVID-19 Vaccination Verification Plans and related records within 24 hours of the Owner/Agency's request, except as may be prohibited by law. The consultant or contractor further agrees to cooperate with any investigation or inquiry by the Owner/Agency pertaining to the compliance of the vaccination requirements as outlined by Proclamation 21-14.1.

**OR**

☐ ***CONSULTANT OR CONTRACTOR DOES NOT HAVE AND/OR CANNOT IMPLEMENT A COVID-19 CONTRACTOR VACCINATION VERIFICATION PLAN***. The consultant or contractor does not have and/or cannot implement a current COVID-19 Contractor Vaccination Verification Plan, and the consultant or contractor is not able to develop or provide a COVID-19 Contractor Vaccination Verification Plan or documentation demonstrating its personnel meet the COVID-19 vaccination requirements as set forth in Proclamation 21-14.1 and provide the same to the Owner/Agency on or before October 18, 2021. [*Note*: Compliance with Proclamation 21-14.1 is mandatory for on-site contract activities performed by the personnel of consultants or contractors at every tier as prescribed by the Proclamation.]

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

By: _____ Erica Loynd, FAIA
Signature of authorized person — Print Name of person making certifications

Title: Principal in the Firm — Place: Seattle, WA
Title of person signing certificate — Print city and state where signed

Date: 5/23/2022

**Return this COVID-19 Vaccination Verification Certification to the assigned DES Project Manager.**

# Qualifications of Key Personnel

## Leadership

Erica Loynd, FAIA, WELL AP
*Principal in Charge/Project Manager*
*Main Point of Contact*

Paul Westlake, FAIA, IIDA
*Design Leader*

## Design

Erica Ceder, AIA, Assoc. DBIA
*Project Architect/Historic Architect*

Andrea Johnson, IIDA
*Interior Designer*

Lindsey Piant Perez, LEED Fellow
*Sustainability*

## Engineering

Joe Llona, PE, LEED AP
*Mechanical Engineer*

William Ragland, PhD, SE
*Structural Engineer*

Sean Avery, PE, LEED AP
*Electrical Engineer*

Ray Heintel, RCDD
*Security/Technology*

## Consultants

Holmes
*Structural Engineering Consultant – Seismic Retrofit*

Mayer Reed (WBE)
*Experiential Graphics + Wayfinding*

LDC, Inc. (MBE/DBE)
*Civil Engineer*

The Greenbusch Group (MBE/WBE)
*Acoustical Design*

Thornton Tomasetti
*Blast/Physical Security*

JMB Consulting Group (SBE)
*Cost Estimator*

HBB (WBE/DBE)
*Landscape Architecture*

## Erica Loynd, FAIA, LEED AP, WELL AP

Principal, DLR Group | Principal in Charge/Project Manager | Involvement: 40%

Erica is an expert in the design of civic and justice facilities. Her design approach centers on conversation with the owner and client to fully understand their goals, needs, and the expectations of stakeholders. She understands this is especially important in public projects that incur close scrutiny from community members who demand sound decision-making in how public funds are invested.

### Select Experience

**Marysville Civic Campus; Marysville, WA**
60,000 SF city hall/public safety building anchoring a downtown redevelopment project that includes a community center, city hall, and public plaza.

**City of Tukwila Justice Center; Tukwila, WA**
New 47,000-SF justice center that unites court, police, and emergency operations into one community-oriented facility.

**DCYF Green Hill School, Recreation Building and Wellness Center; Chehalis, WA**
First Zero Net Energy Building for WA DES.

### Education

**Master of Architecture**
Pratt Institute

**Bachelor of Arts, Architecture & Photography**
Washington University - St. Louis

### Registration, Accreditations, Affiliations

Registered Architect: WA + 4 other states
LEED Accredited Professional
Fellow, American Institute of Architects
WELL Accredited Professional
AIA Government Advocacy Committee
Washington State Licensure Advisor

## Paul Westlake, FAIA, IIDA

Senior Principal, DLR Group | Design Leader | Involvement: 30%

Paul specializes in planning and design for civic, cultural, and performing arts buildings. His award-winning projects include federal buildings, national art galleries, and historically significant buildings across the globe. Paul has a special expertise in preservation and adaptive re-use, with an emphasis on reinvesting in the nation's architectural legacy and revitalizing urban cores. He has worked on more than 200 National Register Landmarks, including numerous modern landmarks of the mid-20th century.

### Select Experience

**Harry S. Truman Federal Building Modernization Phases 1B and 1C; Washington DC**
Multi-phased renovation of one of the largest public office buildings in D.C. The 1950s era landmark building is subject to design and preservation review.

**Architect of the Capitol IDIQ; Washington, D.C.**
Prime A/E on two AOC multi-disciplinary IDIQ contracts that include work on the Library of Congress, Jefferson Building, US Capitol Building, and Visitors Center.

**GSA, Perimeter Security for Historic Buildings in Urban Areas: Technical Pilot; Washington, D.C.**
Study to develop paradigms for perimeter security that correlate to the architectural style and era of historic buildings and minimize visual impacts without sacrificing security.

**GSA, Wayne N. Aspinall Federal Building Modernization; Grand Junction, CO**
LEED Platinum/Site Net Zero renovation of 1918 federal office building.

### Education

**Master of Architecture**
Harvard University
**Bachelor of Arts — Architecture**
University of Pennsylvania
**Bachelor of Science — Economics**
University of Pennsylvania, Wharton School

### Registration, Accreditations, Affiliations

Architect: 29 U.S. states and Alberta, Canada
Fellow of the American Institute of Architects
National Council of Architectural Registration Board
Trustee: Cleveland Museum of Art, Cleveland Orchestra, Museum of Contemporary Art, Assembly for the Arts
Trustee Emeritus: Cleveland Arts Prize

## Erica Ceder, AIA, LEED AP BD+C, Assoc DBIA

Principal, DLR Group | Project Architect/Historic Architect | Involvement: 80%

Erica specializes in the restoration and rehabilitation of historic properties as well as the design of historically compatible infill buildings. She has worked on a variety of properties listed on the National Register of Historic Places and sites included within historic districts. Erica works with public and private clients to navigate complex historic approval processes at state, local and federal levels.

### Select Experience

**Seattle City Light; Seattle, WA**
Office modernization for Seattle City Light as part of their transition to a hybrid working model.

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

**Benton County Courthouse Assessment and Preservation Plan; Corvallis, OR**
Preservation planning for a historic 1888 courthouse and feasibility analysis for adaptive reuse.

### Education

**Master of Architecture**
University of Oregon

**Bachelor of Architecture,**
**Bachelor of Spanish Language and Literature**
Ball State University

### Registration, Accreditations, Affiliations

Licensed Architect: OR No.5475
LEED Accredited Professional BD+C
Design Build Institute of America
Exceeds the Secretary of the Interior's qualification standards for Historic Architect

## Lindsey Piant Perez, AIA, LEED Fellow, GGP

Principal, DLR Group | Sustainability Leader | Involvement: 80%

Lindsey leads DLR Group's sustainable design team and is an expert on LEED, Green Globes, WELL, Fitwell, and Architecture 2030 project planning and certification processes. A passionate advocate for integrated design, she works with design teams to incorporate sustainable strategies in every project. Lindsey is one of approximately 300 LEED Fellows among 200,000+ LEED-accredited professionals worldwide. An industry thought leader, she speaks regularly on sustainability, resilience, clean energy, and net zero energy planning.

### Select Experience

**George C. Young US Federal Courthouse Renovation; Orlando, FL**
Full exterior restoration, new glazing, comprehensive HVAC upgrades renovations to achieve sustainability targets and LEED Gold certification.

**Litchfield Judicial District Court; Torrington; CT**
New courthouse consolidates four divisions of the court system into a more efficient operation to handle civil, criminal family and juvenile court processes.

**University of Florida; Institute for Black Culture and Institute for Hispanic-Latino Cultures; Gainesville, FL**
New LEED Gold home for the Multicultural & Diversity Affairs department. Robust community engagement throughout the project empowered diverse design voices and created an inclusive environment for all.

### Education

**Master of Architectural Management**
**Bachelor of Architecture**
University of Kansas

### Registration, Accreditations, Affiliations

Registered Architect, FL, KS
NCARB Certified #71893
Fitwell Certification
Green Globe Professional
LEED Fellow
American Institute of Architects
U.S. Green Building Council

## Andrea Johnson IIDA

Principal, DLR Group | Interior Design Leader | Involvement: 35%

Andrea is an expert in creating beautiful spaces that support people in a range of human activities across diverse project types. She is particularly passionate about collaboration with team members and clients to make design and FF&E choices that support a client's mission. Her goal is to form spaces that serve as an asset to an owner's operational goals.

### Select Experience

**50+ workplace projects delivered**

**The Portland Building Reconstruction; Portland, OR**

**The Boeing Company; Multiple Locations**

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

## Ray Heintel PE, RCDD

Principal, DLR Group | Low Voltage Engineer, Security Technology | Involvement: 10%

Ray leads DLR Group's Telecommunications and Instrumentation practice. Ray has designed high-speed data transmission services using a variety of equipment to transport media and design network infrastructures. Ray is skilled in providing wireless modes of communication and information transfer, such as wireless telephone, radio and satellite communication, internet, and broadband technologies.

### Select Experience

**GSA Harry S. Truman Building Third Floor Data Center Modernization; Washington, DC**

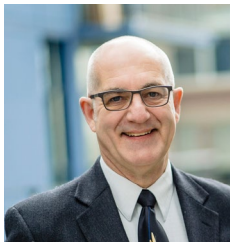
**GSA Wayne N. Aspinall U.S. Courthouse + Federal Building; Grand Junction, CO**

**GSA John Weld Peck Federal Building; Cincinnati, OH**

**Architect of the Capitol Library of Congress IDIQ Services Contract; Washington, DC**

## Joe Llona PE, LEED AP

Senior Associate, DLR Group | Mechanical Engineer | Involvement: 40%



Joe is a seasoned engineer whose specialties include sustainable design, energy studies, value engineering studies, central heating and cooling plants, fire protection, and distribution systems. Joe's involvement in the early stages of a project improves the design, maximizes owner investment, and integrates long term sustainable design solutions.

### Select Experience

**20+ workplace projects**

**The Boeing Company; Multiple Locations**

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

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

**Confidential Global Tech Client Workplaces; WA**

## Sean Avery, PE, LEED AP

Principal, DLR Group | Electrical Engineering Leader | Involvement: 40%

Sean's engineering experience spans power, controls, and lighting. He specializes in lighting and high-performance building design, with an emphasis in on-site renewable power generation. Sean is an expert in early modeling and analysis (daylighting, climate, thermal performance, etc.) to inform the development of effective passive design strategies.

### Select Experience

**The Portland Building Reconstruction; Portland, OR**

**Everett Municipal Court; Everett, WA**

**The Boeing Company; Multiple Locations**

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

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

## William Ragland, PhD, PE, SE

Principal, DLR Group | Structural Engineer | Involvement: 40%

William's structural engineering experience spans justice+civic, corporate, and industrial projects. He's designed structures incorporating all major building materials but has a particular interest in structural steel and heavy timber structures. Always looking to innovate, he is continually seeking new solutions to make the most efficient and cutting edge designs come to life.

### Select Experience

**50+ workplace projects, including:**

**SRM Rosen Campus Office Buildings; Kirkland, WA**

**The Boeing Company; Multiple Locations**

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

**Confidential Global Tech Client Workplaces; WA**

## Jennifer Eggers, PE, SE

Principal, Holmes | Structural Engineer – Seismic Retrofit | Involvement: 10%

Jennifer is an expert in complex seismic retrofits for historic buildings. Her ability to evaluate existing buildings and recommend solutions with enduring functionality have made her a key team member on numerous high profile government and historic renovation projects in the region. Jennifer delivers sensitive, cost-effective structural solutions for public clients.

### Select Experience

**911 Federal Seismic Retrofit; Portland, OR**

**University of California Berkeley, Historic Bancroft Library Seismic Retrofit; Berkeley, CA***

**Portland Union Station Historic Rehabilitation Phases II and IIb; Portland, OR**

**Portland City Hall Historic Preservation; Portland, OR***

*Previous experience

## Peggy Van Eopoel, PE

Senior Principal, Thornton Tomasetti | Physical Security/Blast Engineering | Involvement: 10%

Senior Principal in Thornton Tomasetti's Protective Design practice. Peggy provides expertise to the U.S. Department of State, GSA, Department of Defense, and other public entities, developing design solutions to protect their facilities from explosive threats. Peggy has been involved in the design and structural hardening of more than 200 buildings, including government headquarters, embassies, and courthouses.

### Select Experience

**U.S. Capitol Complex, Multiple Perimeter Barrier Improvements; Washington, DC.**

**Hart Senate Office Building; Washington, DC.**

**Cannon House Office (c. 1908) Building Renewal; Washington, DC**

**Department of Homeland Security Cybersecurity and Infrastructure Security Agency Headquarters; Washington, DC.**

**U.S. Embassies: New Delhi, IND; Brasilia, BRA; Buenos Aires, ARG; Mbabane, SWZ; Podgorica, MNE; Brazzaville, DRC; Yaounde, CMR; Yerevan, ARM**

## Ross Jarvis

Principal, LDC, Inc. | Civil Engineer | Involvement: 20%

MBE/DBE Firm

Ross leads LDC's Olympia office with over 20 years of experience in the civil engineering and construction fields. Ross is an ardent advocate for the Capitol Campus, and led several civil engineering projects related on-campus. He brings expansive knowledge of existing utilities on the campus and is well-versed in hardscape design that is specific only to Capitol Campus.

### Select Experience

**Washington State Capitol Campus; Olympia, WA**

- Pritchard Building Preliminary Parking Lot Design
- John L. O'Brien Building Sidewalk Replacement
- Conservatory Demolition
- LCM Modular Building
- LCM Newhouse Building Fire Hydrant Testing
- Utility Renewal
- ADA Access Improvements
- Sidewalk and Road Repairs
- South Edge Restoration
- 14th Avenue Tunnel Pedestrian Safety
- Helen Somers Building

## Aaron Luoma, ASLA

Principal, HBB Inc. | Landscape Architect | Involvement: 25%

WBE/DBE Firm

Aaron's expertise in historic landscape preservation includes detailed study and experience working with Olmsted-designed open spaces. As former chair of the Seattle Landmarks Preservation Board and prior Board Member of Friends of Seattle Olmsted Parks, he thoroughly understands the principles of historic preservation, including the Secretary of Interior's Standards for the treatment of historic properties.

### Select Experience

**Heritage Center Executive Office Building EIS – Capitol Campus; Olympia, WA**

**Seward Park (Olmsted designed), Henderson CSO Project; Seattle, WA**

**Lower Kinnear Park (Olmsted designed); Seattle, WA**

**Lake Washington Boulevard (Olmsted designed); Genesee CSO Projects, Seattle, WA**

**Cascade Job Corps Center (Olmsted designed); Sedro-Woolley, WA**

## Kathy Fry SEGD

Principal, Mayer Reed | Experiential Graphics + Wayfinding | Involvement: 10%

WBE Firm

As Principal of Visual Communications, Kathy directs Mayer/Reed's work in design of interior and exterior signage and graphics, providing identity, wayfinding and interpretive design. With over 20 years of designing for public spaces, Kathy is skilled in working with client teams to develop design goals early in a project and define a process to support outcomes that align with these goals.

### Select Experience

**Newhouse Building Replacement, State of Washington; Olympia, WA**

**Oregon State Capitol Renovation, Interior Signage; Salem, OR**

**Paper & Stationery Building Renovation, University of Washington; Tacoma, WA**

**US Department of State Embassies: Guatemala City, GTM; Manila, PHL; Shanghai, CHN; Recife, BRA; Sydney, AUS; Shenyang, CHN; Wellington, NZL**

## Adam C. Jenkins PE, INCE Bd. Cert.

Senior Associate, The Greenbusch Group | Acoustician | Involvement: 10%

MBE/WBE Firm

Adam is an expert in developing and supervising reality-grounded 3-D computer modeling for acoustical noise and vibration application. Adam also leads the firm's Audio/Video (A/V) practice and provides A/V and paging systems design for sound reinforcement systems, A/V presentation and control systems, teleconferencing systems, and multi-media displays.

### Select Experience

**State of Washington, Helen Sommers Building (LEED Platinum); Olympia, WA**

**State of Washington O'Brien Building Renovation (LEED Gold); Olympia, WA**

**King County Children & Family Justice Center; Seattle, WA**

**Federal Center South ACOE HQ Building (LEED Gold); Seattle, WA**

## Jon Bayles

Principal, JMB Consulting Group | Cost Estimator | Involvement: 10%

SBE Firm

Jon brings extensive knowledge of the construction industry. He has worked on projects ranging in scope and size from $100,000 to over $2 billion for private and public sector clients. Jon provides cost control estimating and cost forecasting, bringing a proven record of cost forecasting at the pre-design, feasibility and conceptual phases of a project.

### Select Experience

**Washington State Newhouse Building, Olympia, WA**

**Washington State Temple of Justice HVAC Upgrades; Olympia, WA**

**Washington State Helen Somers Building; Olympia, WA**

**Washington State Office of the Secretary of State Library Archives Building; Tumwater, WA**

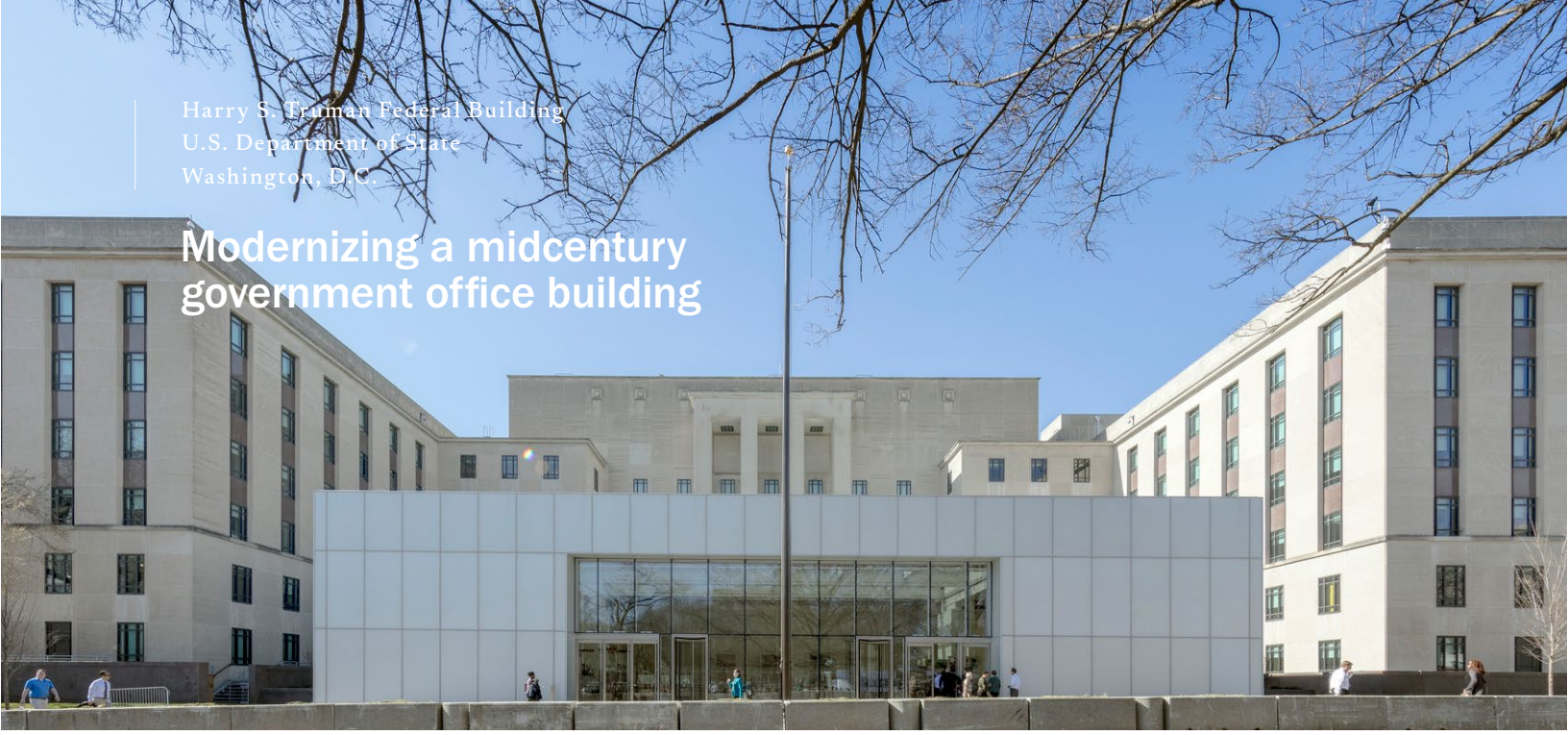
**Washington State Employment Security Department Renovation/Replacement Study; Olympia, WA**

**Washington State Dolliver & Capitol Court Building Renovations; Olympia, WA**

SECTION

02

# Relevant Experience



Harry S. Truman Federal Building
U.S. Department of State
Washington, D.C.

# Modernizing a midcentury government office building

## A substantial renovation brings this Historic Register building into the 21st century. A sustainable, secure, and healthy workplace is the focus.

DLR Group designed and implemented the multi-phased renovation of one of the largest public office buildings in the District of Columbia. The project involved the complete renovation of the federal headquarters of the U.S. Department of State. Originally designed in the early 1950s and constructed from 1957 to 1961, the building is a National Register Landmark and the largest level 5 security structure in Washington D.C. – a Mission Critical Facility.

DLR Group's design, led by Paul Westlake, celebrates the mission and work of the U.S. Department of State, providing a timeless, enduring design that relates to its mid-century modern context and legacy. A key objective of the design was to assist wayfinding while bringing life to the circulation corridors through rhythm, scale, and iconography celebrating the history and reach of the Department of State. The design provides an airy, pleasant, dignified workplace where each office or workstation enjoys natural light.

Original Budget: $79.5 million (Phase 1C)
Actual Costs: $79.5 million (Phase 1C)
Delivery Method: Design-Bid-Build
Contact for Reference: Steven Wright, Project Manager
202/713-7652 | steven.p.wright@gsa.gov
Relevant Team Members: Paul Westlake, Ray Heintel, Peggy Van Eopoel

DLR Group established new space standards that created efficiency and consistency, assuring a high-quality functional workplace that has flexibility for change. The LEED Gold design incorporates efficient lighting, an intelligent vertical and horizontal infrastructure distribution strategy, and locally resourced and recycled materials for healthy indoor air quality. The interior design and furniture, fixtures, and finishes extend the mid-century modern character of the original 1950's landmark design – preserving the best of the past while imbuing the building with vitality.

DLR Group provided architecture, interior design, MEP and structural engineering, IT/telecom, audiovisual, LEED coordination, energy modeling, and historic preservation services.

## The gateway to a civic campus

The new Everett Municipal Court revitalizes the image of city government in Everett, Washington. DLR Group's design celebrates the Northwest and honors the unique history and culture of the City of Everett while retaining a consistent visual identity with an existing civic campus. With Project Manager/Project Architect, Erica Loynd, leading the design, the new Everett Court facility is conceptualized as the gateway to the city campus, with a public courtyard serving as a primary feature for encouraging public connection to the function of the courts. A focus on transparency within the building merges safety requirements and aesthetics.

Designed to stand as a long-lasting landmark of the Everett civic campus, the building uses materials which are expected to endure, both stylistically and structurally, for the lifetime of the building, a minimum of 50 years. The LEED Silver project includes daylighting, optimized mechanical systems, and intelligent material selection.

Everett Municipal Court Replacement; Everett, WA
Original Budget: $4.7 million | Actual Costs: $5.8 million
Contact: Chris Lark, Project Manager, 425/257-6294
Relevant Team Members: Erica Loynd, Sean Avery

## A midcentury modern embassy goes high-performance

The Embassy of Switzerland is one of the most notable examples of mid-century modern architecture in Washington, DC. The original Chancery Office Building was designed by Swiss-American Architect William Lescaze. Since its completion in 1959, various interventions have been performed on the building. DLR Group along with Swiss Architect Christian Dupraz Architecture Office (Geneva) were selected by the Government of Switzerland to design the renovation of the Chancery Office Building.

The design team ensured that the renovation underlines Lescaze's architectural intent by following its original 1958 design while incorporating a new high-performance exterior envelope and sustainable building systems.

Embassy of Switzerland Renovations; Washington, DC
Original Budget: Confidential | Actual Costs: Confidential
Delivery Method: Design-Bid-Build
Contact: Priska Marti Magro Dos Reis, Consul, Embassy of the Swiss Federation Washington
202/745-7900 | DC Priska.martimagrodosreis@eda.admin.ch
Relevant Team Members: Ray Heintel

## A new standard for preservation

Historically registered, the Portland Building faced problems with its structure, exterior, and operational systems. The LEED Platinum renovation of this postmodern icon creates an adaptable building that will last 50-100 years, providing a secure, productive work environment for employees and a welcoming public space for community members.

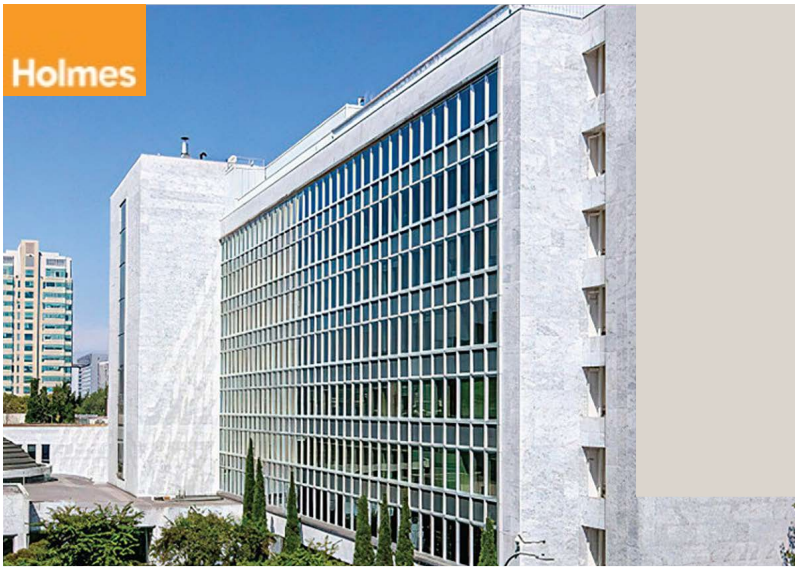
The Portland Building Reconstruction; Portland, OR
Original Budget: $195 million | Actual Costs: $195 million
Delivery Method: Progressive Design Build
Contact: Jo Wells, Facilities Architect, CIty of Bend, OR
(Former Project Manager, City of Portland)
541/323-5997| jwells@bendoregon.gov
Relevant Team Members: Erica Ceder, Sean Avery, Andrea Johnson

## A new civic campus for Marysville

Marysville Civic Campus is an ambitious redevelopment project that brings together Marysville citizens, civic functions, and public events in an important community gathering spot. The Phase I public safety complex combines police, courts, and jail. Subsequent phases include a city hall tower and community center. A central public plaza hosts farmers markets, concerts, and community events.

Marysville Civic Campus; Marysville, WA
Original Budget: $47.6 million | Actual Costs: $32 million
Delivery Method: Design-Bid-Build
Contact: Andrew Hall, Botesch Nash & Hall Architects
425/259-0868 | andy@bnharch.com
Relevant Team Members: Erica Loynd, Andrea Johnson

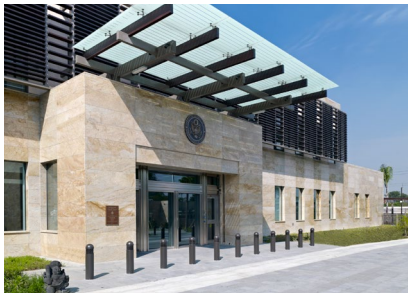
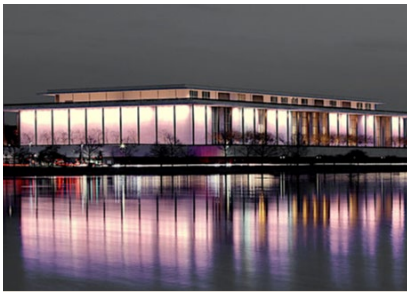
## Light touch with a big impact




The GSA 911 Federal Building, an eight-story government services tower spanning two city blocks in NE Portland, is undergoing a seismic retrofit while remaining fully occupied. **Holmes** joined the Design-Build team to provide structural engineering services for the project, designing a light touch retrofit scheme that is minimally invasive to the existing structure. The team conducted non-linear analysis for a minimal impact solution which localizes strengthening through limiting new structural elements, while leveraging the capacity of the existing structure.

911 Federal Building; Portland, OR
Original Budget: $30 million | Actual Costs: N/A - in progress
Delivery Method: Design-Build
Contact: Pat Manning, Sr. Project Manager
253/218-5286 | patrick.manning@gsa.gov
Relevant Team Members: Jennifer Eggers

# A Legacy of Civic and Cultural Stewardship





## Washington DES Experience

DLR Group has a valued relationship with the Department of Enterprise Services that has resulted in **98 successful project** collaborations including:

Green Hill School Activities and Wellness Center

Maple Lane Correctional Center Minimum Security Camp for Women

Washington State Patrol Crime Lab

Western State Hospital IDIQ

Edmonds Community College Campus Architect

Seattle Central Community College Campus Architect/Engineer

## Government and Civic Experience

DLR Group's civic work is core to our practice with a client list of local, state and federal governments and agencies such as:

City of Seattle

City of Portland

State of Washington

State of Nebraska

State of Maine

District of Columbia

Architect of the Capitol, Washington DC

US Department of State - Overseas Board of Operations

US General Services Administration

US Nuclear Regulatory Commission

## Mid-Century Modern Landmarks Preservation Experience

DLR Group's design legacy is firmly rooted in mid-20th century modernism. We have performed design work for landmarks by such noted architects as:

Marcel Breuer

Louis Kahn

Ludwig Mies van der Rohe

Edward Durrell Stone

A. Quincy Jones

Minoru Yamaski

Frank Lloyd Wright

Harrison & Abramowitz

Pietro Belluschi

I.M. Pei

SECTION

03

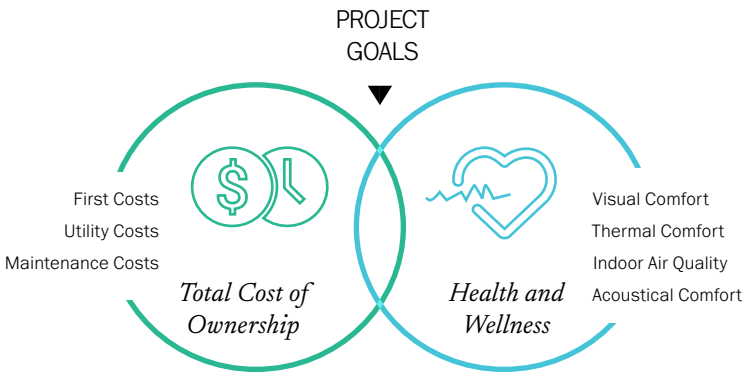
# Life Cycle Cost Analysis Experience

# Life Cycle Cost Analysis

## Balance Project Goals and Approach Budgets Holistically

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

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




### Process

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

### Evaluating Investment Options

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

### Predesign

Our team works with the owner to evaluate existing building performance from an energy and occupant performance standpoint to lay out a process for the project that maximizes value holistically. In addition to operating and maintenance costs, our team will evaluate the bigger picture of carbon emissions including embodied energy and operations. Our integrated design team specializes in planning towards a net zero future.

### Team

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

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

### Operational Cost

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

SECTION

04

# Sustainable Design Experience

# Sustainability

Meeting the Climate Challenge

One of the most pressing challenges in the century is to mitigate climate change caused by greenhouse gas (GHG) emissions from human activities. Today, more than ever, it is essential to deliver sustainable designs with effective client-focused outcomes that exponentially impact our people, our communities, and our planet. Imagine a world where considerations about the built environment include behavioral awareness, resource conservation, human health, community health, and even our ecological future.

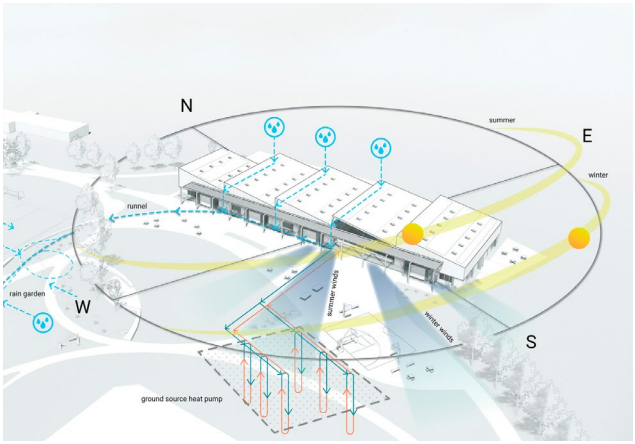
## Raise the Bar

DLR Group is an initial signatory of the Architecture 2030 Challenge and has signed onto industry-leading global challenges including the China Accord, A&D Materials Pledge, SE 2050, and MEP 2040. DLR Group is leading sustainable change for people, communities, and the planet, expanding beyond operational carbon.

In 2021, projects that DLR Group tracked toward the 2030 challenge using modeled data achieved an average energy use intensity savings of at least 69%.

More than just thoughts on paper, the way we do business includes helping clients achieve their energy, environmental, and ESG goals. DLR Group has received three AIA Committee on the Environment (COTE) Top 10 awards–**two for historic building renovations**– for projects that exemplify innovative sustainability.

## Relevant Projects




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

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

### Beautiful, Energy-Efficient 19th Century Landmark

As the first purpose-built art museum in America and a principal structure in the Smithsonian Institution portfolio, the Renwick Gallery of the Smithsonian American Art Museum holds significant value for American history. Situated across from the White House, the Gallery was built in 1859 to the design of architect James Renwick, Jr. and was last renovated in 1967-1972. DLR Group's major renovation of the Renwick Gallery preserves and respects the historic character of the National Historic Landmark building, while modernizing infrastructure and systems with state-of-the-art sustainable and energy-efficient technologies. Rather than relying on rote historic preservation, the design employs an artful interpretation balancing heavy infrastructure improvements with a light architectural touch. The design capitalizes on already-modified interior core light wells and attic space to accommodate new infrastructure; thus, avoiding impact to historic spaces. Once considered a hidden gem, the Gallery has become a destination for art lovers and visitors who are passionate about its exhibitions, its history, and its national importance. The building is one of the first museums in the U.S. to use an all-LED solution for gallery lighting.

# Sustainability Strategies for Historic Buildings

A successful sustainability approach for the Pritchard building renovation will focus on restoring and preserving historic character while employing a range of modern systems and updates for occupant comfort and energy use reduction. Our experience has shown that some basic, relatively low-cost strategies can achieve bold sustainability goals in a historic renovation project.

**Carbon Emissions:** Leverage building reuse to reduce carbon emissions. The Pritchard building contains thousands of pounds of concrete and reinforcing alone which translates to a sizable $CO_2$ equivalent saved.

**Energy:** Develop a detailed energy model early in the project to focus attention on areas of greatest benefit for the investment so that improvements can be targeted and sensitively integrated. Focus on energy-efficient mechanical, electrical, and lighting systems to reduce building Energy Use Intensity (EUI). Looking through both a performance efficiency and life-cycle cost lens informs system selections that meet sustainability targets within the project budget.

**Water:** Maximize water efficiency with low-flow plumbing fixtures, cooling systems that do not utilize potable process water in their operations, and reduce potable water for landscape irrigation.

**Air and Air Quality:** Focus on smart air distribution. Ensure ample fresh air, smart circulation and adequate filtration for a healthier indoor environment.

**Materials:** With the vast array of options available, it is easy to specify materials that contribute to excellent indoor air quality and a healthy environment.

## First Historic to Net-Zero Building for GSA


This LEED Platinum project is featured in the GSA study, *The Impact of High-Performance Buildings.*

### Wayne Aspinall Federal Building & U.S. Courthouse

A 1918 government building originally designed under U.S. Treasury Department supervising architect James Wetmore, is a sustainable design exemplar through a partnership between the GSA, DLR Group, and Beck Construction. The comprehensive renovation of the Wayne Aspinall Federal Building restores the spatial experience and historic character of the building. layering in high-efficiency building systems and on-site energy generation. The project is the GSA's first Site Net Zero energy building on the National Register of Historic Places.

New mechanical, electrical and life safety systems were sensitively integrated without disturbing the building's historic fabric. Due to the highly restricted site and the historic significance of the building's exterior, photovoltaic panels atop an elevated canopy are set back as far as possible from the principal south façade, and carefully positioned relative to classical west and east façades. To meet energy independence goals, the design also includes building shell insulation; storm windows with solar control film to reduce HVAC demand; variable refrigerant flow heating and cooling systems tied to a 32-well geoexchange loop; a dedicated outdoor air system (DOAS) with evaporative cooling and heat recovery; wireless lighting controls and lighting upgrades; and postoccupancy monitoring capability.

The three-story professional office building houses the U.S. District Courts and various federal agencies, including the Federal Bureau of Investigation (FBI), U.S. Senate, GSA, and the U.S. Marshals Service. The building was fully occupied throughout the project.

# Sustainability Leadership and Certification

Industry-leading, future-ready sustainable design solutions

Sustainability is an evolved conversation today. It has moved beyond a resource conservation movement to include climate change, human health and well-being, resilience, regeneration, and eco-system integrity. Such a broadened definition of sustainability today requires teams with new perspectives in processing competing design parameters to provide a holistic solution that values the health of end users and communities.

DLR Group's accomplishments in sustainable design include awards and recognitions from the AIA Committee on the Environment, 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.

Successful sustainable and resilient buildings integrate all building systems in harmony. This starts with a team committed to deep engagement. You get experts with the skills, engagement tools, and synergistic knowledge of well-established science and innovative technologies to provide you the best-in-class solutions.

Our interdisciplinary team of architects, engineers, planners, interior designers, and other speciality experts have the accreditations and certifications to support your project's environmental and sustainable certification goals. We encourage and support a variety of green building accreditations among our design professionals, with hundreds of employee-owners accredited in LEED, WELL, Green Globes, Fitwell, RESET, and International Living Futures Institute.

## LEED Certified Projects

300+

*LEED Projects*

| | |
|---|---|
| *Platinum* | 08 |
| *Gold* | 79 |
| *Silver* | 92 |
| *Certified* | 32 |
| *Pending* | 89 |

## Sustainable Campus with Community Benefit

DLR Group's design for this technology campus expansion uniquely responds to the site by addressing outdoor space, views, and connectivity to community. The site, a former brownfield, was remediated and now hosts a public linear park. The redevelopment of the Cross-Kirkland Corridor created a public greenway and provides amenities to the public through a partnership with the City of Kirkland. A pedestrian bridge connecting the campus facilities spans the park, providing visual interest for the public and secure access to the facility. The team established a planning framework with the City of Kirkland for urban scale integration including infrastructure and transit links, a multi-modal transportation network, and community access. A host of sustainable systems and materials solutions support the Phase II building's LEED Platinum status and the client's focus on environmental benefit tied to employee wellbeing.

SECTION

05

# Past Performance

# Past Performance

As a leading integrated design firm, DLR Group believes that our work must achieve a high bar as expressed by our brand promise: *Elevate the human experience through design.* This is the driving force behind our work, especially in the public realm where our buildings must accommodate and reflect the people they serve. The Capitol Campus facilities need to respond to a range of stakeholder requirements. **The remodel and expansion of the Pritchard Building and improvements to the O'Brien Building will create a functional and equitable workplace environment for members of the House and their support staff while also providing a better visitor experience for their constituents.** This transformation will be guided by the goals and vision of the State's project team that will be validated as part of the project kick-off and codified as the guiding force for future project design decisions.

The design team will aspire to:

- **Preserve a landmark building on the Capitol Campus**
- **Transform Pritchard and O'Brien into modern functional workspaces**
- **Sensitively integrate a substantial addition to Pritchard into the campus fabric**
- **Improve the performance of Pritchard to meet or exceed energy and sustainability goals**
- **Engage the public and stakeholder groups in an open and transparent process**

### Effective Project Management

Our job is to make your job easier. **As Project Manager, Erica Loynd will be your day-to-day contact and will act as the conduit for team communications.** With 20 years of experience working on public projects, Erica understands how complex public projects with multiple stakeholders require the highest level of organization and a detailed project workplan to keep information flowing to the right people at the right time. She will work collaboratively with DES to synchronize multiple agency processes and approvals and coordinate design team and DES consultant scopes. Erica will oversee management of the design fee and ensure successful implementation of DLR Group's diversity and inclusion plan.

### Modern Preservation

Modernist-era buildings are distinctly different from the historic buildings that precede them. A shift to thinner, factory-produced wall systems and a tendency to experiment with untested building technology created buildings that revolutionized design but brought with them myriad unforeseen issues. Thermal performance problems, leaky envelope construction, seismic deficiency, and material durability issues are common in these Modernist buildings and, as many of the systems used in the original construction are obsolete, traditional preservation approaches to repair or replace in-kind become unique challenges to resolving these issues.

DLR Group has a deep national portfolio of experience addressing these issues on historic resources from some of the most notable architects of the Modern and Postmodern periods. We understand how these buildings were put together and recognize the specific challenges related to fixing problems inherent to the original construction methods while being charged with preservation of highly significant resources. Our work on buildings by architects like Louis Kahn, Marcelle Breuer and Michael Graves have proven our ability to fully transform historic Modernist resources into high performing, functional buildings that will endure.

DLR Group has worked on over 200 national register landmarks, receiving 200+ design awards for Preservation, including multiple awards from the GSA and National Trust for Historic Preservation.

## Approach to Achieving and Maintaining Project Scope and Budget

While DES has commissioned rigorous studies in preparation for this project, validation of the project scope and assumptions will ensure a successful project. To ensure a thoroughly vetted scope and budget, the DLR Group design team will:

- **Confirm existing building conditions:** DLR Group recognizes the value of the studies and analyses already performed and will use that information as a base to build on. The DLR Group team will validate the findings of the pre-design report and addendum while we also go into more detail. DLR Group has in-house reality capture services that allow us to expediently capture an accurate picture of the existing facility that is easily shared to the entire owner and design team as well as contractor. This information serves as an invaluable reference tool as we seek to increase our understanding of the existing parameters and minimize unforeseen conditions.

- **Validate visioning and overall goals:** We will engage with stakeholders at all levels, from legislators to staff and facilities, to gain perspective from all entities that will interact with and impact the outcomes of the project. This level of engagement creates momentum and stakeholder buy-in that is critical for long-term project success and community enrichment. As these goals are developed, we will review to ensure alignment with the overall LCM plan.

- **Review with Stakeholders and users to understand their needs and goals.** Once goals are confirmed, we will revisit them as guiding principles for the design. Every decision will be measured against the goals to ensure the project stays on course.

- **Provide detailed project items in an itemized list** and provide complete stakeholder sign-off of what is to be included in the project.

- **Provide a detailed project budget at each project phase to continuously maintain budget adherence.** DLR Group uses multiple strategies to establish a realistic project budget and mange project scope to stay within cost parameters. Some of the techniques we use include Target-Value Design, Baseline + Enhancement Strategy, and “Best Value” decision making.

> For the Aspinall Federal Building renovation, cost and scheduling were controlled through cost-loaded scheduling software that linked the A/E Revit model to the estimating platform.

## Evolution of Workplace

Aligning people, place, policies, and performance

As leaders in workplace design, DLR Group has been tracking emerging return to work policies. We see workplaces for both public and private clients span the gamut between fully remote and fully in-office. There is no one-size-fits-all approach.

*Innovative, enduring strategies must be driven by the alignment of your people, place, policies, and performance.*

The future office will create comfortable spaces that respond to the workplace culture and inspire connection. Ensuring your people are enabled and supported by an increasingly dynamic work environment is key for productivity and overall satisfaction. From our research and client engagement, four areas of focus have emerged:

Increased focus on **dynamic spaces** to drive collaborative innovation and employee engagement.

Expanded concept of **wellbeing** to include physical, mental, and emotional factors.

Increased demand for truly resilient spaces that enable **long-term flexibility** and adaptability at the employee and organizational levels.

Increased interest in **data transparency** related the indoor air quality and environmental conditions.


DLR Group’s design for Levels 32 and 33 of the downtown Seattle Municipal Tower (SMT) will help Seattle City Light adapt to new workplace expectations and provide a space that is suitable for in-person, hybrid, and remote work. With a focus on creating an equitable and accessible environment, program goals seek to minimize hierarchy, increase accessibility, and create areas of collaboration, relaxation, and socialization.

## Public Engagement

Public engagement is a key tenet of civic work. We recognize that working on the Capitol Campus carries with it a responsibility to the public to provide a transparent and accountable design process. We feel that the following are key indicators of successful engagement:

- **Reach beyond the campus** to involve neighbors, community members and advocacy groups
- **Bring experts to the process** and ensure we are presenting thoroughly vetted information
- **LISTEN** to their hopes as well as their concerns and reflect back what we hear
- **Be clear and active in communication** and follow-up on outcomes
- **Allow for varying degrees of involvement** and multiple avenues of communication
- **Engage people** through a multi-layered and dynamic process that provides virtual options

When we know what resonates with the public, we can integrate that into the design such that the final project brings a sense of civic pride to the community.

## Seattle Center Arena Public Engagement

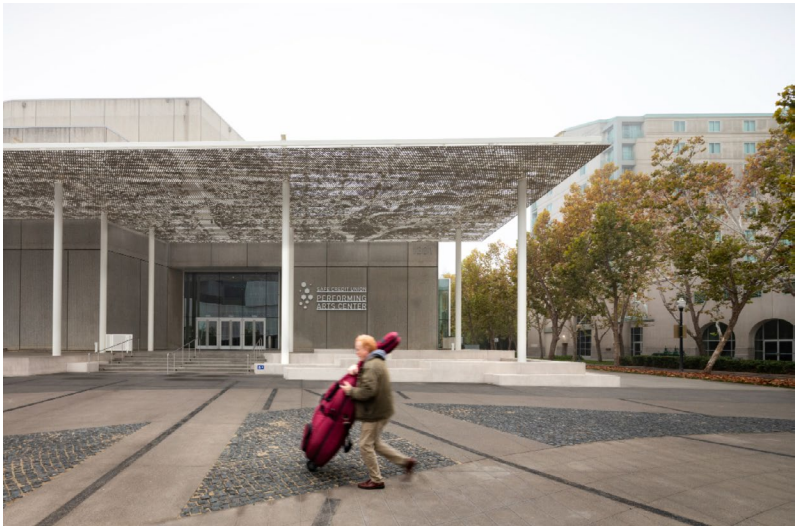
Engaging individuals, context, and community

Built for the 1962 World's Fair, the Seattle Arena was renovated and expanded to meet current NBA, WNBA and NHL arena standards and modern performing arts requirements. DLR Group was the local architect for this project, guiding the design architect, Populous, through the entitlement and public engagement processes. With so many agencies and requirements, conversations with all stakeholders were paramount to the success of this project. Regular Advisory Group meetings held both the City of Seattle and the private developer accountable to project goals developed by the community. DLR Group led the public engagement effort and provided presentations at Seattle Center resident community meetings, Seattle Center director and staff meetings, and community organization meetings to ensure that public stakeholders were informed and offered consistent opportunities for input.

## SAFE Credit Union Performing Arts Center

A modernist transformation in a capitol mall context

Designed by Pietro Belluschi and opened in the early 1970s, the Sacramento Community Center Theater had aged infrastructure and needed modernization to meet needs of contemporary performances. It also needed to present a new face to the public as the premier cultural institution adjacent to the California State Capitol Mall and home to the California Musical Theater, Sacramento Ballet, and the Sacramento Philharmonic and Opera. DLR Group's renovation and expansion design opens the building to the surrounding urban fabric and brings Sacramento's rich culture of trees into the building. Contrasting with the opaque concrete of the exterior, a material palette of transparency and lightness creates a welcoming presence at the pedestrian level. DLR Group's design efforts provide a venue to the people of Sacramento that is unique to their community and needs.



### Tools/Methods for Scheduling Design and Construction

Proper scheduling optimizes communication between all team members and owner groups. We use scheduling tools to facilitate and document project milestones and agreements. **We set the schedule early, factoring in all components and needs through construction.** This helps identify phasing, sequence of construction activities, and ensures project scope is fully covered. Beginning with early visioning and goal setting exercises, we clearly identify the goals of each party. When does the building need to be complete? How will regulatory process and permitting agencies impact the process? What other scheduled projects on campus may align or impact this project? Identifying variables and obstacles early on paves the way to successful project completion.

DLR Group uses pull planning as a tool to bring all parties together for collaborative, detailed schedule creation. In pull planning, all team members work together to populate a large-format schedule. Every team member brings their key milestones (eg. legislative cycles, funding deadlines, policy requirements, lead times, etc.) to the table. Once the milestones are aligned and assigned dates, teammates work back from each item to understand how far in advance information or investigations need to be completed. This interactive conversation ensures that everyone is aware of factors that will affect schedule, scope, and/or budget.

Early coordination with regulatory agencies will be a critical step. Building off of what was learned from the pre-design study, DLR Group will draw on our experience navigating process related to SEPA, DAHP and Tribal coordination as well as other jurisdictional review procedures, allowing us to overlay regulatory timelines over the project schedule. Early engagement and open communication will enable review bodies to understand the project and provide input early enough to minimize disruption to the production schedule and risk to the schedule. These simple, yet often underutilized strategies help create trust between parties and avoid misunderstandings.

**Early collaboration with the GC/CM gives us the opportunity to work efficiently by ensuring alignment on project goals, scope and expectations at the outset.** Constructability, cost and schedule considerations can be baked into the design and included in our required milestone reviews. This type of collaboration also provides opportunities to expedite early construction by releasing multiple bid packages for things like hazardous materials abatement and demolition of the existing building. It can also facilitate early discussion of time-sensitive coordination issues such as relocation of existing building tenants.

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## US Department of State Headquarters

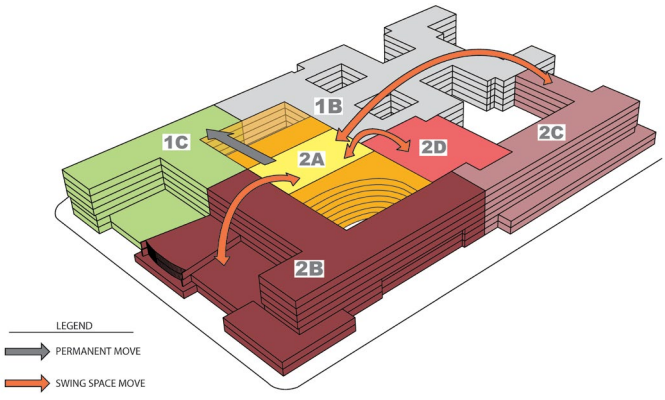
A Collaborative Approach to Phasing Planning

DLR Group designed and implemented the multi-phased renovation of one of the largest public office buildings in the District of Columbia. The comprehensive building renovation was accomplished in phases to accommodate the 8,000 daily employees and visitors. Major elements of the renovation included the replacement of mechanical and electrical systems, fire safety and telecommunications systems, security enhancements, and modern public and employee workspaces. Office space, conference facilities, joint use space, public areas (including a new cafeteria), and critical mission-related facilities such as a data center were upgraded to contemporary standards. Significant spaces and materials were retained and rehabilitated to preserve the original architecture of the building.

The Department of State awarded this significant contract to DLR Group based on our ability to address the complex needs of this major renovation.

DLR Group's integrated team of programmers, designers and engineers collaborated early with the DOS to address and define the approach to performing this multi-phased renovation spanning several years.

DLR Group's approach was to first tackle the issues of the program to increase efficiency of space. The next order of business was to adjust the initial phasing presented at the outset of the project.




*Phased renovation approach: swing space diagram illustrating temporary and permanent departmental moves.*

### GC/CM Partnership

DLR Group has extensive experience working with Construction Managers (CM) and clients who choose to implement a large proportion of their projects via this delivery method. We believe that GC/CM delivery offers enormous advantages, including allowing early input from the CM on cost estimation, systems, selection, scheduling, constructability and phasing analysis when changes have the least negative impact on the project budget and/or schedule. The early involvement of a CM can be especially beneficial to projects that are complex.

> We have completed over 1000 projects with an estimated construction cost of $8.1 Billion through the GC/CM delivery method over the past decade.

Our GC/CM partners agree that this delivery method has created positive outcomes not only for the design team but, more importantly, for our clients.

### Partnering with Owners + Constructors

DLR Group has a comprehensive, multi-disciplinary approach to understanding, defining, planning, and designing a project and interacting with construction managers and their design-assist sub-contractors. This approach is based on a collaborative (owner-architect-constructor) and integrated (architect-engineer-specialist) project methodology that assures our mutual understanding throughout the entire life of the project with an eye toward delivering a successful project, on time and within budget. We recognize the necessary interdependence of the client, builder, and designer, and partner with these entities for project success.

We are respected by our contractor partners because we see them as allies, not adversaries. The experience of the contractor is essential to creating effective building solutions, true understanding of the systems we incorporate, and impacts of design decisions on cost and schedule.

We will engage with the GC/CM as soon as they are brought on. Their input is key in helping the team understand current market conditions for materials and labor, what the optimal construction workflows will be, and how staging and storage of materials will affect project site and phasing. DLR Group's passion for open and collaborative discussions around not just the design, but the execution of the project, allows us to see the full picture and ensures that the finished product will meet the high standards of the State.

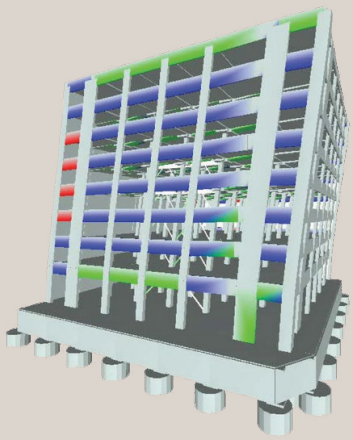
## Historic Seismic Design

by Jennifer Eggers, PE, Holmes

When it comes to the seismic evaluation of historic buildings there is no better method than performance-based engineering (PBE). The PBE method can account for the seismic capacity of elements within the building that traditional engineering methods cannot quantify. Within PBE there are several different analysis procedures that can be utilized of which non-linear time history analysis is the most exhaustive.

The non-linear time history procedure subjects a three-dimensional computer model of the building to a series of ground acceleration records of past earthquakes with each structural element in the building included in the computer model and evaluated for conformance with the seismic performance criteria. The computer analysis of the structural elements is incredibly thorough and can take hours and sometimes days to complete.

We propose to use this Non-linear Dynamic Procedure (NDP) to evaluate and retrofit the Pritchard Building. Due to the complexity, the NDP is typically subject to peer review, but it is also an effective tool. The NDP typically realizes significant savings in the retrofit of foundations and other brittle elements in the building, which can minimize structural impact on the historic fabric and reduce seismic upgrade costs.



SECTION

06

# Diverse Business Inclusion Plan

# Diverse Business Inclusion Strategies

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.

As we establish this plan at the start of the project, we will determine specific intervals (no less than each phase of the study) to confirm that we are in alignment with the goals set forth at the start of the project.

### Walking the Talk

In our work integrating MWDVSBE professionals and firms into our project teams, DLR Group has succeeded in meeting or exceeding our clients goals on multiple occasions including:

- **The Portland Building**: A robust and valuable Equity Partner Utilization was a focused goal for the DLR Group/Howard S. Wright team from the project outset. Equity partnership was not about putting names in boxes and hitting percentage targets; it was more about leveraging the enormous amount of design talent that too often was overlooked due to equity firms size or structure. The progressive design-build team along with the client, the City of Portland, collaborated in outreach, interviewing and engaging equity firms in Portland and the Northwest Region to ensure the breadth and depth of talent participation on the project was leveraged.

Other projects where a high-level of Equity Partnerships were leveraged include:

- King County Multi-Disciplinary Design Services Contract
- Hawaii Department of Public Safety Security Upgrades
- MacLaren Youth Correctional Facility Housing Units
- Marysville Civic Campus

All of our partners are treated with respect and the highest business ethics. Payments are made monthly (if an invoice has been sent and the client has made payment) and any potential disputes are handled ahead of time to avoid them, or, if unavoidable, dealt with professionally and in the best interest of those involved.

## Equity Partners & Supplier Diversity

MWDVBE Utilization


MWBE firms that have previously worked with DLR Group and are part of, or will be considered for this project, through collaboration with the State of Washington, include:

ABHT Structural Engineers (Structural Engineering)
Aegis (Code Consulting)
Architectural Cost Consultants (Cost Estimating)
Aspen Design (Landscape)
Biella Lighting Design (Lighting Design)
exceltech (Civil Engineering)
FSi (Mechanical Engineering)
Halliday Associates (Food Service & Laundry)
HBB (Landscape Architecture)
HK Electrical Engineering (Security Electronics)
JMB (Cost Consulting)
Kate Keating Associates (Signage)
LDC, Inc. (Civil Engineering)
Mayer/Reed (Landscape)
PLACE Studio (Landscape)
Reyes Engineering (Electrical Engineering)
Saez Consulting Engineering (Civil Engineering)
Swift Company (Landscape Architecture
TresWest (Electrical Engineering)
Studio Pacifica (Accessibility)
Wenaha Group (Project Management and Client Engagement)

# ARCHITECT-ENGINEER QUALIFICATIONS

## PART II - GENERAL QUALIFICATIONS

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

| 2a. FIRM (OR BRANCH OFFICE) NAME | | | 4. YEAR ESTABLISHED | 4. DUNS NUMBER |
|---|---|---|---|---|
| DLR Group | | | 1966 | 18 474 6824 |
| 2b. STREET | | | 5. OWNERSHIP | |
| 51 University Street, Suite 600 | | | a. TYPE | |
| | | | Corporation | |
| 2c. CITY | 2d. STATE | 2e. ZIP CODE | b. SMALL BUSINESS STATUS | |
| Seattle | WA | 98101 | N/A | |
| 6a. POINT OF CONTACT NAME AND TITLE | | | 7. NAME OF FIRM *(If block 2a. is a branch office)* | |
| Erica Loynd, Principal in Charge | | | N/A | |
| 6b. TELEPHONE NUMBER | 6c. E-MAIL ADDRESS | | | |
| 206/461-6059 | eloynd@dlrgroup.com | | | |

| 8a. FORMER FIRM NAME(S) (If any) | 8b. YR ESTABLISHED | 8c. DUNS NUMBER |
|---|---|---|
| N/A | N/A | N/A |

### 9. EMPLOYEES BY DISCIPLINE

| a. Function Code | b. Discipline | c. No. of Employees (1) FIRM | c. No. of Employees (2) BRANCH |
|---|---|---|---|
| 02 | Administrative | 110 | 4 |
| 06 | Architect | 397 | 28 |
| 12 | Civil Engineer | 6 | 0 |
| 21 | Electrical Engineer | 33 | 2 |
| 37 | Interior Designer | 134 | 12 |
| 39 | Landscape Architect | 5 | 0 |
| 42 | Mechanical Engineer | 42 | 4 |
| 48 | Project Manager | 0 | 0 |
| 56 | Specifications Writer | 0 | 0 |
| 57 | Structural Engineer | 32 | 3 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | Other Employees | | |
| | **Total** | 1292 | |

### 10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

| a. Profile Code | b. Experience | c. Revenue Index Number *(see below)* |
|---|---|---|
| P08(084) | Prisons | 10 |
| H11(050) | Housing | 8 |
| R06(089) | Rehabilitation | 4 |
| R04(088) | Recreation | 6 |
| P13 | Public Safety Facilities | 9 |
| J01(058) | Judicial | 9 |
| E02(029) | Education | 10 |
| I05(055) | Interior Design | 10 |
| C10(017) | Commercial | 10 |
| O01(072) | Office Buildings | 10 |
| E07(032) | Energy Systems | 8 |
| H10(049) | Hotels | 10 |
| H09(048) | Hospitals | 9 |
| A11(008) | Auditoriums | 10 |
| C11 | Community Facilities | 8 |
| F02(035) | Field House/Gyms/Stadiums | 9 |
| I01(052) | Industrial | 8 |
| L04(060) | Libraries/Museums/Galleries | 8 |
| D04 | Design/Build | 8 |
| L01(058) | Labs | 7 |
| D07(027) | Dining Halls/Clubs | 7 |
| P05(078) | Planning – Community | 6 |

### 11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

*(Insert revenue index number shown at right)*

| | |
|---|---|
| a. Federal Work | 8 |
| b. Non-Federal Work | 10 |
| **c. Total Work** | 10 |

### PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,00 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

### 12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

| a. SIGNATURE | b. DATE |
|---|---|
|  | 5/23/2022 |

c. NAME AND TITLE Erica Loynd, Project Manager

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