



August 8, 2025



DLR Group inc.

a Washington corporation

51 University Street, Suite 600
Seattle, WA 98101

Ryan Grimes, ryan.grimes@des.wa.gov
Peter Maus, Project Manager, 360.480.7052
peter.maus@des.wa.gov
Department of Enterprise Services

Re: RFQ No. 2025-829 – On-Call Campus Architects for Bellevue College

Dear Mr. Grimes, Mr. Maus, and Members of the Selection Committee,

I'm excited to submit DLR Group's qualifications for the On-Call Campus Architect opportunity with Bellevue College. As a firm deeply rooted in the Puget Sound region, we feel a strong connection to your mission and the vibrant community you serve. This isn't just a professional engagement for us; it's an opportunity to contribute meaningfully to an institution that profoundly shapes lives and futures across our region.

At DLR Group, we believe in the transformative power of design to elevate the student experience. Our dedicated local team, comprised of architects, engineers, planners, and designers, is not only technically skilled but also deeply committed to collaborative partnerships and exceptional service. We are particularly energized by the prospect of working again with Bellevue College, as a continuation of our prior on-call services with your campus.

Intimate Campus Knowledge

One of DLR Group's significant strengths is our intimate familiarity with Bellevue College's campus. Our team was involved in the development of your current master plan, giving us an immediate head start in addressing your needs. This deep institutional knowledge means we can seamlessly integrate with your evolving vision and infrastructure, ensuring design solutions that are not only innovative but also strategically aligned with your long-term goals.

Integrated Design Perspective

We bring an integrated design perspective to every project. Our multidisciplinary team works in unison, ensuring that architectural, engineering, and planning considerations are all cohesively addressed from the outset. This holistic approach minimizes potential conflicts, optimizes efficiency, and ultimately delivers more comprehensive and effective solutions for Bellevue College, regardless of a project's scale or complexity.

Seamless Project Execution

Finally, our extensive experience in higher education means we will make your jobs easy. We understand the unique challenges of working in active campus environments—tight timelines, evolving needs, and the critical importance of minimizing disruption. We've successfully navigated these complexities countless times, from small renovations to large capital projects. Our proven processes and dedicated team are ready to jump in and manage every detail, ensuring a smooth and efficient experience for Bellevue College from start to finish.

What excites me most about this opportunity is the potential to build a lasting partnership with Bellevue College. We're not just here to complete tasks; we're here to listen, collaborate, and help you realize your vision for the future of your campus.

Thank you for considering DLR Group. We look forward to the possibility of working together again.

Warm regards,

Sincerely,
DLR Group

A handwritten signature in black ink that reads "Jackie Eckhardt".

Jackie Eckhardt, AIA, Assoc. DBIA
Higher Education Leader | Principal in Charge

*DLR Group acknowledges Addendum 1 from DES
re: Bellevue College RFQ.*



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#: 10854
Point of Contact Name: Jackie Eckhardt, AIA, LEED AP		
Point of Contact Title: Principal Vice President		
Email: jeckhardt@dlrgroup.com	Telephone: 360-200-0741	
Address: 51 University Street, Suite 600		
City: Seattle	State: WA	Zip: 98101





Cover Letter

Consultant Selection Contact Form

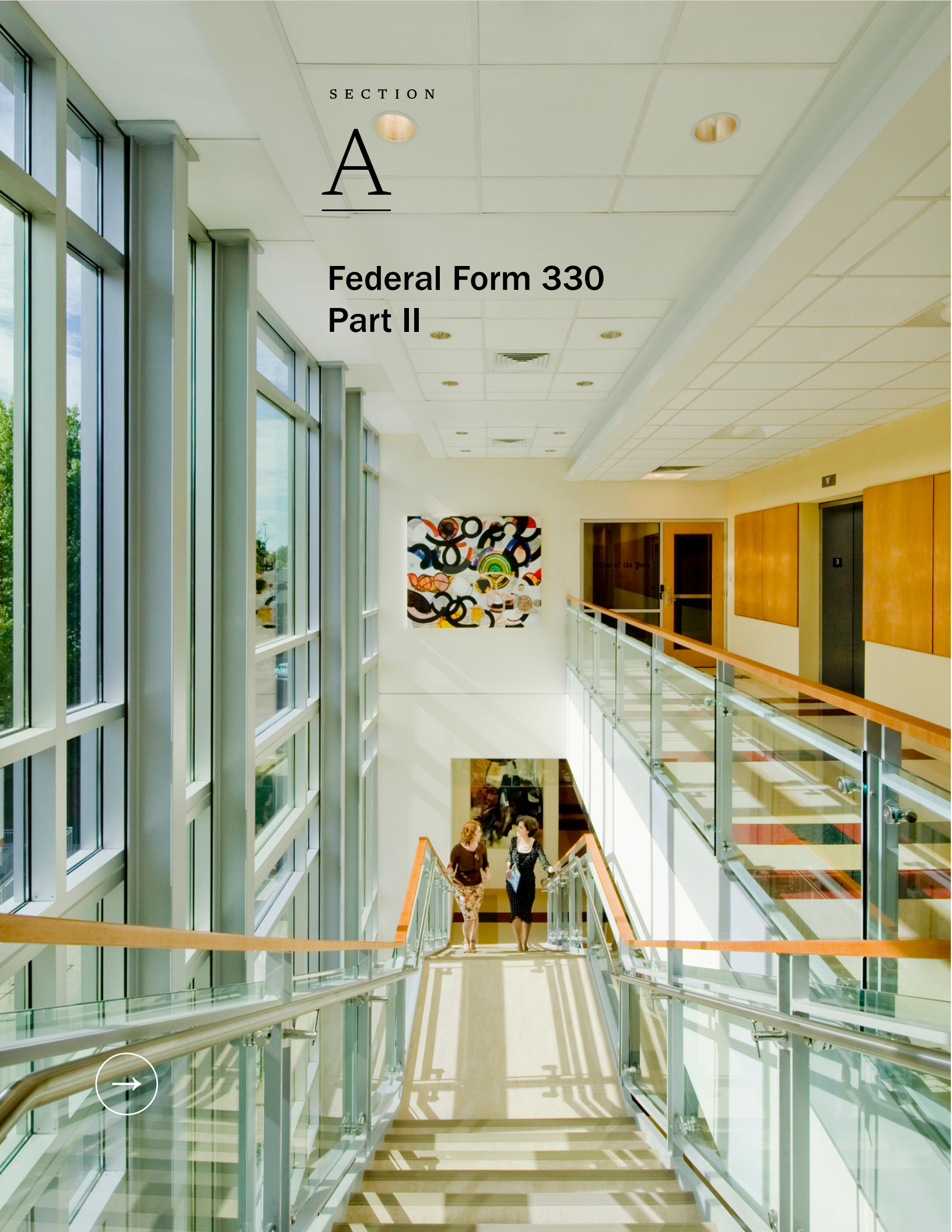
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SECTION

A

Federal Form 330 Part II



ARCHITECT - ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)
2025-829


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 1998		4. UNIQUE ENTITY IDENTIFIER 47-0695930	
2b. STREET 51 University Street, Suite 600				5. OWNERSHIP			
				a. TYPE S-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			
6a. POINT OF CONTACT NAME AND TITLE Jackie Eckhardt, AIA, LEED AP BD+C Principal							
6b. TELEPHONE NUMBER 360.200.0741		6c. EMAIL ADDRESS jeckhardt@dlrgroup.com					
8a. FORMER FIRM NAME(S) (If any)				8b. YEAR ESTABLISHED		8c. UNIQUE ENTITY IDENTIFIER	
9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE & ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS			
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)	
		(1) FIRM	(2) BRANCH				
02	Administrative	142	5	A11	Auditoriums & Theaters		8
06	Architect	481	32	C05	Child Care/Development Facilities		1
08	CADD Technician	367	19	C10	Retail/Commercial		8
12	Civil Engineer	8	0	C11	Community Facilities		7
16	Construction Inspectors	10	0	C15	Construction Management		1
21	Electrical Engineer	36	2	D04	Design-Build		7
37	Interior Designer	182	8	D07	Dining Halls		5
39	Landscape Architect	7	0	E02	Educational Facilities; Classrooms		9
42	Mechanical Engineer	44	3	E06	Embassies and Chanceries		3
48	Project Managers*	0	0	E07	Energy Systems		6
57	Structural Engineers	47	6	F02	Field House; Gyms; Stadiums		7
	Electrical Technician	55	4	H08	Historical Preservation		6
	Mechanical Technician	46	1	H09	Hospitals		8
	Structural Technician	24	1	H10	Hotels/Motels		8
	Business Development	116	1	H11	Housing (Residential, Multi-Family, etc.)		7
	IT	68	1	I05	Interior Design; Space Planning		8
	LEED Accredited *	212	12	J01	Judicial and Courtroom Facilities		8
	*Counted in another professional discipline			O01	Office Buildings, Industrial Parks		8
				P05	Planning (Community, Regional)		6
				P06	Planning (Site, Installation)		4
				P08	Prisons and Correctional Facilities		8
				P13	Public Safety Facilities		7
				R04	Recreation Facilities (Parks, etc.)		5
				R06	Rehabilitation (Buildings, etc.)		4
	Other Employees	0	0	S11	Sustainable Design		1
	Total	1616	83	W01	Warehouses		6
11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)				PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work		8		1. Less than \$100,000		6. \$2 million to less than \$5 million	
b. Non-Federal Work		10		2. \$100,000 to less than \$250,000		7. \$5 million to less than \$10 million	
c. Total Work		10		3. \$250,000 to less than \$500,000		8. \$10 million to less than \$25 million	
				4. \$500,000 to less than \$1 million		9. \$25 million to less than \$50 million	
				5. \$1 million to less than \$2 million		10. \$50 million or greater	

12. AUTHORIZED REPRESENTATIVE

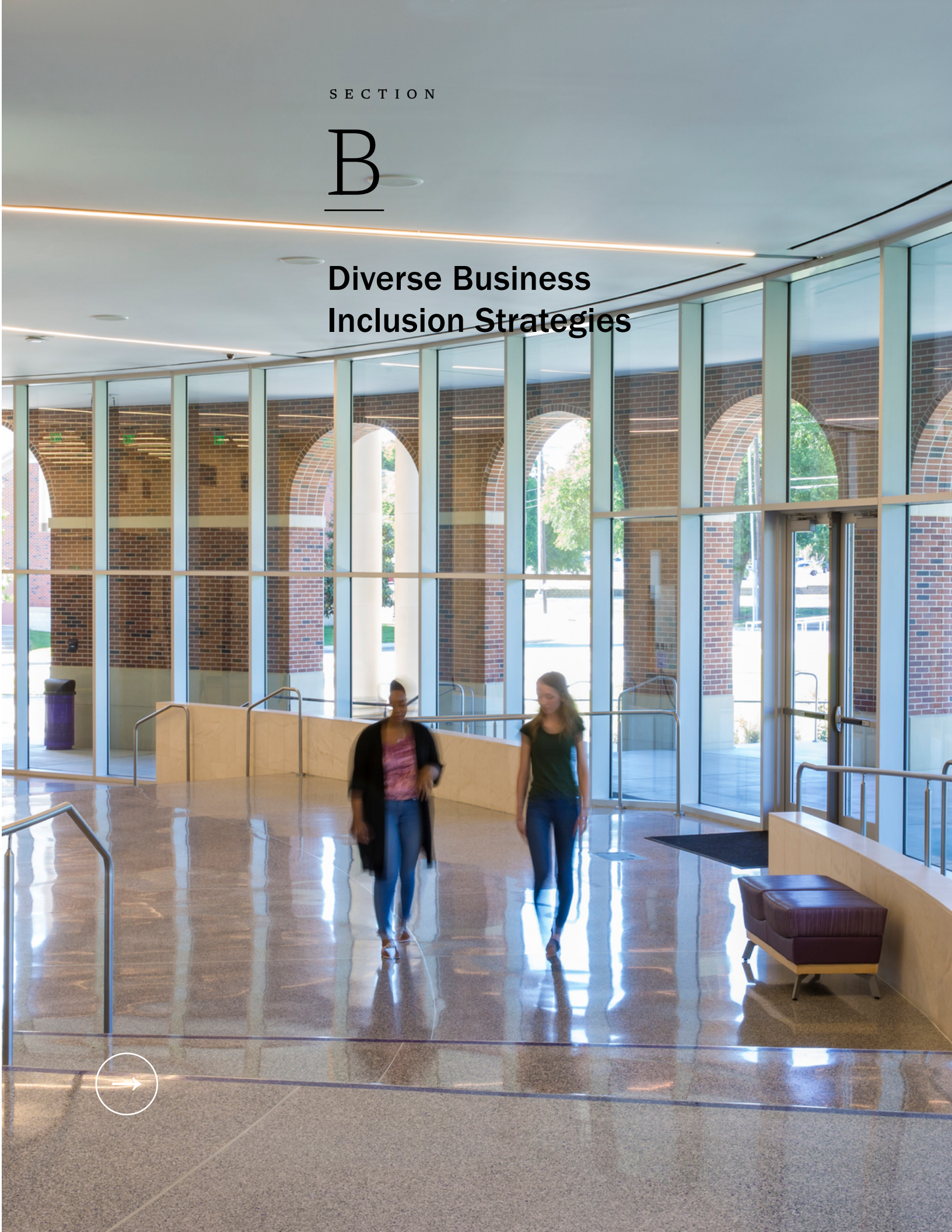
The foregoing is a statement of facts.

a. SIGNATURE 		b. DATE August 8, 2025	
c. NAME AND TITLE Jackie Eckhardt, AIA, LEED AP BD+C Principal			

SECTION

B

Diverse Business Inclusion Strategies



Past BEE Projects

Partnering with BEE's is critical to reducing the disparities within our industry. We seek opportunities to structure scope differently, including beyond the traditional disciplines, providing opportunities for integrated mentorship, professional development, and exposure to new perspectives. In 2023 alone, DLR Group contracted 22.5% (\$40M+) of our project fees with BEE partners. Projects that exemplify DLR Group's commitment to diverse business inclusion include:

Cal Anderson Park Public Engagement Process, Seattle, WA

Client: Seattle Parks and Recreation

Award: Civic Design Award - Citation - AIA WA Council - 2021

Size: N/A

Opportunity: In support of a BEE as prime contract holder, **DLR Group was consultant to Hough Beck & Baird (a DBE and self-certified Small Business firm), to serve this unique and uplifting opportunity by offering a robust range of resources that a large firm can provide.** DLR Group supported HBB through facilitation of stakeholder meetings and individual interviews, developed an outreach website and conducted online polls. The team led community meetings to review the park's history, explore how to create a sense of belonging, prioritize ideas and define a plan for immediate action items. The engagement process advances the City's goal of using parks spaces to support better outcomes for BIPOC (Black, Indigenous, People of Color) and LGBTQIA communities in the city and region. DLR Group provided community engagement, planning, and website and graphic design services. For more information about this forward-thinking project please visit www.2020calandersonpark.com

Central Washington University Arts Education Complex Predesign, Ellensburg, WA

Client: Central Washington University

Size: 130,000 SF

Opportunity: **To maximize participation, 50% of the partnerships on this project team were BEE registered,** including Walker Macy (landscape) JMB Consulting (cost estimating) and PLSA (civil engineering) amounting to 13% of the total fees. We proactively sought out BEEs voluntarily, leveraging our internal active roster coupled with knowledge of each firm's relevant experience and value to the project at CWU. Given the specialized nature of the study, our goal was to expose these partners to highly engaged approaches to visioning for the future facility, including student-led priorities for co-located departments. The integrated team studied multiple concepts and test-fits, in a highly collaborative workshop environment. Each unique discipline was encouraged to lead integrated discussions with the entire multi-disciplinary team, during in-person and virtual sessions.

Lesson Learned: Originally, it was unclear if improvements to the surrounding open space were within the project scope. As the study progressed, it was determined that landscape improvements were necessary, and DLR Group immediately engaged Walker Macy, who was highly responsive and nimble, to jump into the fold. Had we asked the question earlier of CWU, the consultant team would have been integrated sooner, providing a smoother onboarding.

A Foundation of Equity

DLR Group fosters a sense of inclusive community by listening to a wide array of voices at all levels of the organization, advocating for meaningful change, driving visibility, creating opportunities for professional growth, and establishing Communities of Belonging to support employees.

DLR Group Communities of Belonging include:

- Pride Employee Resource Group
- BIPOC Professionals Affinity Group
- Women at DLR Group Affinity Group

DLR Group also supports the **growth and diversification of the AEC industry** by partnering and mentoring numerous BEE firms across the country. Jackie Eckhardt manages an Equity Partner database to track Business Equity Enterprises across the Pacific Northwest. This tool enables us to maintain long term relationships and track the specific strengths and interests of each firm.

The long term, mutually supportive relationships that we've developed enable us to efficiently engage with the right firm for each specific opportunity. The following recognized and certified BEE firms within the State of Washington of select sub-consultants are **just a few potential BEE partners** for the Bellevue College On-Call project opportunities:

Electrical Engineering	Reyes Engineering	MBE/DBE
Civil Engineering	Vega Civil Engineering	WBE
Landscape Architect	Mayer/Reed	WBE
Cost Estimation	JMB Consulting Group	SBE
Geotechnical Engineering	GRI	SBE
Accessibility Design	Studio Pacifica	SBE
Code Consultant	Code Unlimited	MBE

DLR Group is well versed in subconsultant participation monitoring and reporting through Access Equity (B2GNow). We will report payments monthly, and ensure online training is complete by all parties prior to the start of a project.



SECTION

C

Qualifications of Key Personnel



Local Leadership, National Expertise

Our downtown Seattle office is situated less than ten miles away from Bellevue College. Depending on your project needs, Jackie Eckhardt will coordinate the inclusion of external consultants in coordination with the appropriate Bellevue College representatives. DLR Group is an integrated services firm including comprehensive engineering services. Key engineering leaders are included below and will be immediately available to support any Bellevue College projects, if desired. Additionally, DLR Group has design specialists with in-house expertise in innovative technology design, acoustics, experiential graphic design, lighting, and LEED/sustainable design.



Leadership

Jackie Eckhardt, AIA, Assoc. DBIA
PIC / Primary Point of Contact

Dustin Dooyema, AIA
Project Manager

Robert Hoffman, AIA
Quality Control Leader

Jim Beckett, AIA, LEED AP
Senior Technical Architect

Planning + Design

Lisa Lazar, AIA, LFA
Project Architect

Sarah Larson, NCIDQ
Senior Interior Designer

Priyanka Saglani, LEED AP BD+C
Campus Planner

Eddie Kim, AIA
Project Designer

Think Tank Team *On-call, In-house Resources*

Benjamin Strain, AIA, LEED AP
Academic Design Leader

Kati Peditto, PhD, EDAC
Learning and Inclusion Researcher

Michael Ellars, AIA, CSI, CASp
Accessibility Specialist

Chris Ertl, AIA, LEED AP
Laboratory Planning Leader

Maggie Dolan
Campus Planning Leader

Stu Rothenberger, AIA, LEED AP
Student Life Leader

Michael Ross, AIA NCARB
Public Safety Expert

Dan Murray, AIA, LEED AP
Urban / Mixed Use Leader

As-Needed Engineering Expertise *On-call, In-house Resources*

Keith Miller, PE
Mechanical Engineer

Robert Lawson, PE, SE
Structural Engineer

Sean Avery, PE, LEED AP
Electrical Engineer

William Ragland, PE, SE
Senior Engineering Lead



Jaclynn Eckhardt, AIA, Assoc. DBIA

Principal | **Primary Point of Contact**

Jackie will serve Bellevue College's projects as Principal in Charge and Architect of Record. She brings a unique ability to lead the planning and design within your unique settings, leveraging her leadership in campus planning, capital management, and design guidance. Jackie has dedicated her career to higher education institutions across the Pacific Northwest.

Select Experience

Bellevue College; Bellevue, WA
Campus Master Plan*

University of Washington; Seattle, WA
UW Medicine Space Migration Study
iSchool Space Optimization Study

Washington State University; Spokane, WA
Indigenous Health Sciences Simulation Center

Central Washington University, WA
Arts Education Complex Predesign
Multi-Cultural Center Predesign
** completed in prior association*

Education

Master of Architecture
University of Pennsylvania

Bachelor of Design—Architecture
University of Florida

Registration, Accreditations, Affiliations

Architect: WA #10854, AK, ID, OR
American Institute of Architects
LEED AP, Building Design & Construction
Associate – Design-Build Institute of America



Atika Jain, RA

Architect | Project Manager

Atika is a dedicated architect and detail-oriented project manager with over ten years of experience, bringing a thoughtful, deliberate approach to every project. She believes that small changes to the built environment can have a profound impact on client and community, which is why she approaches each design with care and precision.

Select Experience

Washington State Department of Enterprise Services; Master Architecture
Military Department Joint Forces Headquarters

Whitman College; Walla Walla, WA
Campus Master Plan

Indonesia Education Foundation; Washington, DC
Boarding School Campus

Education

Clemson University

Registration, Accreditations, Affiliations

Architect, WA #24010645
AIA



Robert Hoffman, AIA

Principal | Quality Control Leader

Robert is familiar with your campuses and design standards. He will lead and monitor the quality of the output of our teams, providing resources and maintaining a consistent presence to ensure projects are successful from beginning to end.

Select Experience

Seattle Colleges; Seattle, WA
Student Services Center Renovation*

WSU Spokane; Seattle, WA
IHSC Remodel

University of Washington; Seattle, WA
School of Nursing Renovation*

** completed in prior association*

Education

Bachelor of Architecture
Oklahoma State University

Registration, Accreditations, Affiliations

American Institute of Architects



Jim Beckett, AIA, CSI, LEED AP

Principal | Senior Technical Architect

Jim is a highly detail-oriented senior technical architect who is sought after as a leader and mentor to design staff. He will bring thoughtful consideration to every Bellevue College project, guiding projects through design, permitting and construction.

Select Experience

Seattle Colleges; Seattle, WA
Kitchen/Cashier/ABE-ESL Renovation

University Place Seattle, WA
Shoring Revisions

Seattle Public Schools; Seattle, WA
Seismic Upgrades at Broadview

Education

Master of Architecture
University of Washington

Bachelor of Science—Architecture
University of Wisconsin - Milwaukee

Registration, Accreditations, Affiliations

Architect: WA #10545, IL, OR
U.S. Green Building Council
LEED Accredited Professional
American Institute of Architects



Lisa Lazar, AIA, LFA

Senior Associate | Project Architect

Lisa brings important experience and accumen in coordinating efforts with the Bellevue's Development Services Department. She will focus on ensuring projects follow code compliance and timely reviews are conducted.

Select Experience

Washington State Department of Children, Youth, and Families; Chehalis, WA
Green Hill School Recreation Building

Seattle Public Schools; Seattle, WA
John Rogers Elementary School
Montlake Elementary School

Education

Bachelor of Architecture
Kent State University

Registration, Accreditations, Affiliations

Registered Architect, WA #11978
Living Future Accredited - 2024



Sarah Larson, NCIDQ, IIDA

Senior Associate | Senior Interior Designer

Sarah will leverage her experience on-campus in the support of design development, strategy and interior design staffing to support the needs of each project.

** completed in prior association*

Select Experience

University of Washington; Seattle, WA
Lander Residence Hall*
Maple & Terry Residence Halls*

University of California, Irvine; Irvine, CA
Mesa Court Towers - three new construction residence halls, 245,320 SF*

Montana State University; Bozeman, MT
Gallatin Hall - two new residence halls, 30,000 SF*

Education

Master of Arts—Interior Design
Bachelor of Arts—Interior Design
Washington State University

Registration, Accreditations, Affiliations

National Council for Interior Design Qualification #33435
LEED Green Associate
International Interior Design Association - Past President, Northern Pacific Chapter



Priyanka Saglani, LEED AP, BD+C

Associate | Campus Planner

Priyanka is a dedicated planner for higher education projects in the Seattle office. This enables the team to purposely consider comprehensive solutions to campus needs, leveraging her experience working on nearby campuses across the city and the region.

Select Experience

University of Washington; Seattle, WA
UW Medicine Space Migration Study
iSchool Space Optimization Study

Seattle Pacific University; Seattle, WA
Master Plan

Central Washington University; Ellensburg, WA
Arts Education Building Predesign
** completed in prior association*

Education

Master of Science - Sustainable Design
University of Minnesota - Twin Cities

Bachelor of Science - Architecture
Goa College of Architecture

Registration, Accreditations, Affiliations

American Institute of Architects, Associate Member
LEED AP Building Construction & Design
LFA



Eddie Kim, AIA

Senior Associate | Project Designer

Eddie is a master of visualization and story-telling, dedicating his career to higher education environments. He will oversee the daily design development, guiding projects through technical phases to align with campus priorities.

Select Experience

Central Washington University; Ellensburg, WA
Multicultural Center Predesign
Arts Education Complex Predesign

University of Oregon; Eugene, OR
Knight Library Visioning and Master Plan

Washington State University; Spokane, WA
Indigenous Health Sciences Simulation Center
** completed in prior association*

Education

Master of Architecture
University of Washington

Bachelor of Science - Architecture
Northeastern University

Registration, Accreditations, Affiliations

Architect: WA #25006554

Client References



Eastern Washington Campus Suitability Assessment

Date Completed: Sept, 2025 (est.)

Team Member Involvement:

Contact: Kris Jeske, AIA

Jackie Eckhardt

Director, Construction & Planning

Priyanka Saglani

509-359-5705

Maggie Dolan

Robert Lawson

Central Washington University—Arts Education Complex Predesign

Date Completed: July 2024

Team Member Involvement:

Contact: Delano Palmer

Jackie Eckhardt

Director, Capital Planning & Projects

Eddie Kim

509-963-2906

William Ragland

Priyanka Saglani

Washington State University—Spokane Indigenous Health Sciences Simulation Clinic

Date Completed: April 2027 (est.)

Team Member Involvement:

Contact: Kendra Kurz, Sr. Project

Jackie Eckhardt

Manager

Eddie Kim

509-268-6954

DLR Group Think Tank Team—for On-call, In-house Resources

The core team is supported by DLR Group subject matter experts who specialize in a variety of disciplines and program areas that are likely to come into play. These resources are available on call, as needed to supplement our core planning team for Bellevue College.



Benjamin Strain, AIA, LEED AP

Academic Design Leader

Benjamin believes that great architecture connects to its environment and supports the users and visitors of the space. He works on both large, complex projects and small, intimate projects. The balance enables him to understand how space is experienced at the personal level as well as at the community and social levels. The combination of his detail focus, big idea vision and collaborative processes establish him as a top project designer. Benjamin is passionate about delivering appropriate solutions with a client centered approach and illustrates their story through design.



Kati Peditto, Ph.D., EDAC

Learning and Inclusion Researcher

As an environmental psychologist and senior design researcher at DLR Group Kati uses the power of evidence-based design to improve mental health, engagement, and well-being. Specializing in learning environments for schools, campuses, and workplaces, Kati is an expert in youth engagement and participatory design. Her research in cognitive performance and neurodiversity helps shape design solutions that foster joy, satisfaction, and belonging.



Michael Ellars, AIA, CSI, CASp

Accessibility Specialist

Michael is a project architect with extensive experience in building assessment and evaluation, documentation of existing conditions, and code analysis. He also is a Certified Access Specialist (CASp) qualified to render opinions as to the compliance of buildings and sites with construction related accessibility standards, including the California Building Code, the 2010 ADA Standards for Accessible Design, and the 2006 ADA Standards for Transportation Facilities.



Chris Ertl, AIA, LEED AP

Laboratory Planning Leader

Chris is one of the nation's foremost experts in the planning and design of research, testing, and teaching laboratory facilities. His experience with technically complex projects has taught Chris the importance of time-saving planning measures to improve user workflow. He is a champion for environmentally responsible design, bringing solutions that reduce energy consumption through proper specification of lab systems, are adaptable for future users/programs, and are safe and healthy environments for all occupants.



Maggie Dolan, AICP

Campus Planning Leader

Maggie directs the firm's campus planning initiatives. With more than a decade of experience as a planning consultant and higher education administrator, she has collaborated with over 65 institutions on master plans, space utilization assessments, capital budgets, and building programs.

SECTION

D

Past Performance



Strategies for Providing Best Value to Bellevue College

DLR Group's approach to project risk management is comprehensive and proactive, focusing on identifying, assessing, and mitigating risks early in the project lifecycle to ensure successful delivery. This strategy is particularly crucial in campus and public settings, where design and construction risks can significantly impact schedules, budgets, safety, and stakeholder satisfaction.

Design Changes and Scope Creep

Changes in design due to evolving needs, unforeseen conditions, or stakeholder feedback can lead to scope creep, impacting project budgets and schedules.

Strategy: Regular design reviews, stakeholder workshops, and user group meetings ensure that changes are captured early. The use of Building Information Modeling (BIM) helps visualize design changes and assess their impact on cost and schedule in real time.

Schedule Risks

Issues such as weather delays, site accessibility, supply chain disruptions, or labor shortages can impact the project timeline.

Strategy: A robust project schedule is developed using critical path method (CPM) scheduling, including buffers for potential delays. Lean construction techniques, such as pull planning and Just-In-Time (JIT) delivery, are used to optimize workflow and minimize downtime. Regular schedule reviews and updates help in quickly identifying any deviations and making necessary adjustments.

Change Orders

Unforeseen conditions, design errors, or changes requested by the Owner can result in change orders, affecting costs and schedules.

Strategy: DLR Group emphasizes thorough documentation, clear communication, and a collaborative approach to change management. The use of BIM and early coordination workshops with all stakeholders helps identify potential issues before they result in change orders. When change orders are necessary, DLR Group uses a transparent process to evaluate cost and schedule impacts, ensuring decisions align with the Owner's goals.

Financial Risks

Budget overruns due to inaccurate cost estimates, unexpected site conditions, or escalation in material and labor costs can impact the financial viability of a project.

Strategy: Rigorous cost management practices are implemented from the outset, including detailed cost estimating, value engineering sessions, and regular budget reviews. Alternative materials and construction methods are considered to mitigate price escalations. Contingency allowances are built into budgets to address unforeseen costs.

Our team members are nearby, familiar with your campus, and are eager to support on-call projects to meet the needs of Bellevue College.

DLR Group Provides:

Integrated Design Approach—DLR Group ensures collaboration among architects, engineers, consultants, and campus partners from the start, aligning goals, reducing risks, and enhancing project outcomes.

Flexibility and Adaptability—Designs focus on adaptable spaces that can accommodate future growth and changing educational needs, ensuring long-term value.

Building Information Modeling (BIM)—Utilizing BIM improves coordination, clash detection, and design efficiency, offering a virtual model for informed decision-making by stakeholders.

Continuous Stakeholder Engagement—Regular engagement with faculty, students, and administration ensures designs align with the institution's mission, goals, and budget.

Sustainable Design—Emphasizing sustainable strategies like energy modeling, passive design, and water efficiency helps achieve green certifications and reduces operational costs.

Collaborative Delivery Methods—Using methods like Integrated Project Delivery (IPD), Design-Build (DB), or Construction Manager at Risk (CMAR) fosters collaboration, aligns incentives, and emphasizes value.

Lean Design and Construction—Lean principles minimize waste, enhance efficiency, and deliver projects faster and within budget through techniques like pull planning and Just-In-Time (JIT) delivery.

Cost Management and Value Engineering—Rigorous cost management and value engineering ensure budget compliance without sacrificing quality or program needs.

Engagement with Authorities (AHJs)—Early engagement with AHJs ensures compliance with regulations, reducing delays and avoiding costly redesigns.

Data-Driven Decision Making—Leveraging data and analytics optimizes design, building performance, and user experience, supported by post-occupancy evaluations.



Example 1: North Seattle College: Aligning Student Services Renovation with Budget

North Seattle College embarked on a strategic renovation of its student services within the College Center building, a project meticulously designed by DLR Group to centralize various student services departments into one clear and welcoming location while carefully aligning with budgetary constraints. The primary approach to **keeping the scope aligned with the budget involved prioritizing flexibility through minimal hardwall construction coupled with open workspaces**. This design choice not only fostered engaging, open spaces with clear wayfinding and a strong connection to campus culture but also **significantly reduced material and labor costs** associated with traditional fixed wall construction. The project's scope, carefully managed to stay within budget, encompassed three improvements across two floors:

First Floor (6,000 SF): This space was reconfigured to house Student Leadership and a student gathering area featuring an espresso lounge and deli food services. The emphasis on open spaces and clear architectural cues helped maintain budgetary control while still creating a vibrant and functional hub for student activity.

Second Floor (5,000 SF): This area was remodeled to accommodate Advising, Counseling, Disability Services, Women's Services, the department Dean, and administrative support services. The flexible design with minimal hardwall construction was particularly impactful here, allowing for efficient use of space and cost-effective reconfigurations.

Second Floor (2,000 SF): A temporary location was created for Workforce Education and Career Services. By designating this as a temporary space with a planned future relocation, the college avoided extensive, permanent build-outs in this area, deferring more significant costs to a future project. This allowed for immediate operational needs to be met without overspending on an area with a known limited tenure.

Through these deliberate design and planning choices, North Seattle College successfully achieved its vision of a centralized and welcoming student services hub, demonstrating how thoughtful design and strategic scope management can lead to impactful renovations within a defined budget. **Services:** Architecture, Engineering, Interiors; **Relevant Team Members:** Sean Avery and Robert Hoffman.

Example 2: Seattle Pacific University: Campus Planning Focused on Maximizing Value

Our team played a key role in helping the University define and refine its long-term campus development goals while maintaining alignment with budgetary constraints. Through a collaborative and iterative approach, we worked closely with SPU stakeholders to translate their academic, operational, and community priorities into a clear and actionable project scope. By facilitating targeted workshops, and scenario planning early in the process, we ensured that the proposed development strategies were both visionary and financially feasible.

Our team supported Seattle Pacific University through the development of its Major Institution Master Plan (MIMP) during the unprecedented challenges of the COVID-19 pandemic. Despite significant delays caused by remote coordination, evolving public health guidelines, and shifting timelines, we remained agile and responsive to the University's needs. The process was further complicated by frequent staff changes within key city departments such as SDOT, and evolving regulatory requirements. Our team consistently adapted to these changes, providing timely and thorough responses to new requests and ensuring that SPU met all city requirements. Through proactive communication, flexible planning, and disciplined scope management, we successfully delivered a comprehensive plan that aligned with SPU's vision—while staying within the proposed budget. **Relevant Team Members:** Priyanka Saglani, Jackie Eckhardt

SECTION

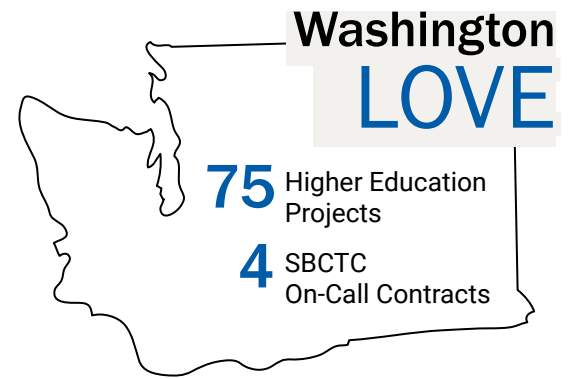
E

Relevant Experience



Relevant Experience

Our goal is to make your job easy. This team is familiar with your campuses, having performed under prior on-call contracts in a similar role. We are eager to leverage our experienced team for a range of relevant projects. Additionally, our team has extensive experience designing projects in operational buildings. We understand how to coordinate with Bellevue College and occupants of your buildings to minimize disruptions during construction. We continue to use a collaborative approach as we prepare bid documents and then lead bidding and construction administration.



Project Management Tools for Managing Multiple Projects Simultaneously

Jackie will lead the creation of teams for each specific project, leveraging the range of multi-disciplinary in-house design staff to meet the needs of the campus. We bring staff that have worked on your campuses, and are well versed in supporting and leading projects within your structure. DLR Group utilizes web-based Newforma Info Exchange for project information management needs. This versatile cloud-based tool enables project stakeholders real-time access to project communications, including but not limited to RFI's, submittals, action items, and punch list data, as well as compiled record document drawings and specifications. In addition, contracts can also be managed through Newforma to enable better tracking of change orders and project scope management.

Technology & Innovation Approach

DLR Group's tested process and tools will be instrumental in accomplishing your goals. DLR Group uses Planifi, a Visual Planning and Staffing software, as a project management tool. Planifi makes the job of planning and monitoring our work easier and more effective, with the use of timely information. It also improves our ability to assign tasks more consistently throughout DLR Group through the use of this common tool.

Peer Washington State Master Agreements

DLR Group has worked on over 75 higher education projects across WA State, including as an on-call consultant to SBCTC institutions.

Bellevue College

- Health Sciences Predesign
- L Building CAD Lab Expansion
- Baseball Field

Edmonds College

- Meadowdale Hall Remodel
- Brier Hall Renovation
- Science, Engineering, & Technology Building
- Triton Union Building Remodel and Duplex Replacement
- Seaview Hall Renovation
- Distance Education Remodel
- Clearview Hall Upper Floor Structural Analysis
- Mukilteo Hall Foundation Event Rendering
- Primary Electrical Loop Stage 3 & 4
- Mechanical Upgrades

Everett Community College

- Technology Center
- Index Hall & Sports/Fitness Facility
- Paine Field Technology Center

Seattle Colleges

- Facilities RMI Improvements
- Plant Sciences Natatorium Renovation
- Student Services Center Renovation
- Child Care Building Remodel
- Kitchen/Cashier/ABE-ESL Renovation
- International Student Center Water Infiltration Repair
- Plant Sciences Complex

Active Consultant Roster Participation

- Seattle Colleges On-Call Architect
- University of Washington On-Call Professional Services
- Washington State University Consultant Roster
- Eastern Washington University Consultant Roster
- Central Washington University Consultant Roster
- WA Department of Enterprise Services (DES) A/E Reference File

National Peer Master Agreements

From across the country, current and recent on-call contracts support a similar scope of services.

- University of Nebraska System
- University of Tennessee System
- The Ohio State University
- University of Iowa
- University of Texas at Austin
- University of Houston
- University of Oregon
- Clemson University
- University of Colorado Boulder
- Arizona State University
- Georgia Institute of Technology
- University of Virginia
- Aims Community College
- Catawba College
- Chaffey College
- City University of New York (CUNY)
- Columbus State Community College
- Texas State University
- Valencia College

Evergreen State College Activities Building

We see similarities with revitalizing an under-functioning facility, the College Activities Building is now a central core providing student activities, conferencing, and dining. DLR Group's design uses ecologically responsible solutions to support the College's sustainability goals, while creating a comfortable, adaptable space supporting critical campus connections.

A key element to this success is our approach to obtaining the support and assistance of agencies with jurisdiction. **We involve public agencies early in the design process and consult with them throughout design development.** In this way, we help them understand our project and, in turn, gain insight to their expectations and requirements. This dialogue creates a shared investment in the future of your project and lays the foundation for successful implementation and outcomes.



Permitting

With more than 50 years of experience collaborating with Bellevue's Development Services Department, we know the key players, and we understand the City's process, expectations, and timelines for entitlement and permitting. Over the years, we have developed a level of trust with plan reviewers and inspectors that our plans are comprehensive and thorough. This trust allows deeper conversations when designs for betterment of a building are desired. We take the time to review with the City early and after each of the design phases to indicate our intent and detailed criteria to achieve compliance.

Permitting strategies to be considered may include:

- Apply for sub permits under a master permit by phase or floor to stagger field inspections and expedite sequence of work.
- Pre-plan field inspectors during pre-submittal phase so they become part of design process and aware of scope specialties.
- Pre-schedule meetings to start their plan review process earlier given the extended turn around times we have experienced in the recent past.
- Partner with a Permit Expediter as our liaison for continual dialogue for collaborative decisions and directives of design intent.
- During pre-design, review Bellevue Colleges' security requirements with City of Bellevue / Development Services Department officials to help vet complex egress requirements with the lower level occupancy.

Our goal will be to get out in front, and engage City officials at the completion of Schematic Design to obtain their preliminary assessment and present our initial strategies towards a collective and positive permit submission process. This will also include the recommendation for a Pre-Phased approach to furnish/install relevant MEP infrastructure scope first to minimize the disruption of operations. For virtually every project, we have held a pre-application meeting with officials from Planning, Building, Fire, Water, Public Works, and Wetlands departments to make sure that all areas of project influence are understood and addressed. Starting good communication and a clear understanding of expectations early is critical. We understand the key requirements from each department, and we have worked on master plans, as well as projects from pre-design through construction, addressing land use goals and specific permitting conditions.

Bellevue's Development Services Department has specific requirements and timelines to be aware of when planning a project:

Project Review Periods

Typical project review periods in Bellevue are longer than in other jurisdictions. Expect a 6-week first review cycle for initial submittals. Subsequent review cycles average 4 weeks each. It's wise to budget at least 12 weeks for a tenant improvement (TI) project to account for these extended timelines. This extended period ensures a thorough review but also means you need to plan your project schedule accordingly to avoid delays.

Fire Inspections and Smoke Control

Fire inspections play a crucial role in the review process. To ensure a smooth review, you must have your fireproofing, firestopping, and flame spread criteria well-documented in your submittal package. These aspects are a primary focus for BVE's fire inspectors. If your building has a smoke control system, you'll need to coordinate closely with Bob Long, who often works with the City of Bellevue Fire Department on smoke control testing and design. He is a key stakeholder in the approval process for these systems.

Cold-Formed Steel Design

Unlike in some other jurisdictions, cold-formed steel design is not permitted as a deferred submittal or delegated design in Bellevue. This means that all cold-formed steel components, such as typical walls, soffits, and pony walls, must be fully designed and included in your initial permit package. You must specify details like stud gauge, the number of fasteners, and the types of fasteners in the submittal. Failure to include this information upfront will result in delays and required resubmittals.

Planning & Predesign Experience

Facility Conditions Assessments

Eastern Washington University Suitability Assessment
Whitman College Campus Framework Plan

University of Alaska Campus Master Plan (multiple)

Campus Planning

Seattle Pacific University MIMP Major Institution Master Plan

[Cal Anderson Outreach](#) [civic design award]

North Orange County Community College District

Sustainability Plan

Whitman College Campus Framework Plan

University of Alaska Fairbanks Campus Master Plan

University of Alaska Southeast Campus Master Plan

Cerritos Community College District Sustainability Plan

Space Optimization Studies

OSU Ecampus Feasibility Study

UW Medicine Space Migration Study (featured below)

Small Works Projects (under \$300k in fees)

WSU Spokane Indigenous Health Sciences Simulation Clinic

CWU Multi-Cultural Center Predesign (featured below)

UAF Welcome Center Programming and Concept Design

CWU Arts Education Center Predesign

On-Call Projects

UW iSchool Feasibility Study

OSU Ecampus Feasibility Study

OSU Off Campus Asset Planning Study

Eastern Washington University Suitability Assessment

DLR Group's Campus Suitability Assessment for Eastern Washington University (EWU) offers a compelling model for how Bellevue College could approach its own facility condition surveys and major capital project requests. The effort focuses on creating sustainable, inclusive, and adaptable learning environments through a comprehensive inventory and assessment of existing spaces, infrastructure, and building conditions, while also integrating decarbonization, universal design, and safety strategies. This holistic approach, which aims to identify opportunities for optimization, new construction, renovation, and adaptive reuse, directly aligns with the potential for Bellevue College to not only understand the current state of its facilities but also strategically develop future capital investment priorities that support its mission, similar to how EWU's assessment will inform its Comprehensive Campus Master Plan and decarbonization initiatives.

Completed: Sept 2025 (est.)

Schedule Duration: 5 Months

Size: 750,000 SF

Services: Campus Planning, Architecture,
Engineering, Space Assessment

Relevant Team Members: Jackie Eckhardt,
Eddie Kim, Priyanka Saglani, Rob Lawson,
Maggie Dolan



Whitman College Campus Suitability Assessment

DLR Group is leading the development of a comprehensive campus framework plan for strategic capital planning and development over the next 20 years. This plan is informed by data assessed through a campus suitability assessment which considers facility conditions, enrollment projections and space optimization strategies as a foundation for the College's new vision. Our highly integrated multidisciplinary team of planners, architects, engineers and strategists are heavily engaged in workshops with the Whitman campus community and are creating aligned design guidelines and standards to ensure cohesion between the plan and future projects across the campus.

Completed: May, 2026, (est.)

Schedule Duration: 12 months

Size: 117 acres

Services: Architecture, Structural
Engineering, Master Planning

Relevant Team Members: Jackie Eckhardt,
Atika Jain, Eddie Kim, Priyanka Saglani,
Maggie Dolan



Planning & Predesign Experience

CWU Arts Education Predesign Study

CWU retained DLR Group to deliver a successfully funded WA State OFM Predesign, working alongside MW Engineers, within an extremely short timeframe. Our approach, process and outcomes of the study exceeded CWU's expectations for the scope of services and continues to support the project's formation momentum carried forward by the campus community. Our experience working with the state's OFM project budget/funding process allowing us to effectively package predesign documents for rapid OFM review and approval.



Student Housing

University of Alaska Fairbanks Housing Development Consultant Services

UAF has been a repeat client since 2018, in which time DLR Group has provided a range of services. The most recent has included consulting services for initiating developer-led student housing on campus. The scope includes development of multiple facilities within a centralized housing precinct, envisioned in the campus master plan by DLR Group, to support 400 beds of undergraduate students, 70 beds of graduate students, and 24 town-home units for employee and family housing. This development is a top priority to support recruitment and retention of students, faculty and researchers to the Fairbanks campus.

Completed: August 2024
Schedule Duration: 3 Months
Size: 500 Beds

Services: Architecture, Interiors, Space Planning, Research Lab Planning, Specialty Student Housing Design Consulting, Development Management Services Consulting
Relevant Team Members: Jackie Eckhardt, Priyanka Saglani



Laboratory and Research Facilities

Indigenous Health Sciences Simulation Clinic; Washington State University - Spokane

First of its kind, this space is a highly specialized simulation and research environment that blends western medicine and health sciences practices with traditional healing and wellness. DLR Group's design of the simulation clinic seeks to provide highly flexible space that supports tribal activities, including smudging, video storytelling, and indigenous material libraries for utilizing appropriate tools and methods for demonstration. This effort leverages a high degree of engagement with the WSU Health Sciences staff and the Tribal Advisory Council, all committed to create a ground-breaking space that satisfies the requirements of the federal grant funding provided.

Completed: April 2027 (est.)
Schedule Duration: 10 Months
Size: 1,040 SF

Services: Architecture, Interior Design, Engineering, Acoustic Design
Relevant Team Members: Jackie Eckhardt, Eddie Kim, Jim Beckett



Libraries

University of Oregon Knight Library Visioning Master Plan

Championing this master plan for the University of Oregon's flagship library, DLR Group exercised its signature multi-disciplinary approach to interior building systems revitalization and remediation of the entire 372,000 SF facility. The inclusive approach to design and programming includes the development of new environments for scholarly work of students, faculty and library personnel in a redesign that will result in a leading, global exemplar of a 21st Century research library. We facilitated a workshop-based approach to engagement with campus partners from across the institutions. Inviting input in a variety of methods, including a [customized project webpage](#) for communicating project updates and conducting online surveys.

Completed: May 2023
Schedule Duration: 12 Months
Size: 372,000 SF

Services: Architecture, Structural Engineering, Master Planning, Interiors, Historic Preservation, Programming, Reality Capture
Relevant Team Members: Jackie Eckhardt, Eddie Kim, William Ragland



Jackie is familiar with engaging your campus community.



Process

Involving students in the planning process is a significant contributor to lasting success of campus projects. A comprehensive engagement leads to a program that develops “big ideas,” sets and measure goals for budget and schedule, integrates stakeholder ideas, and builds consensus. After developing goals and objectives with the Bellevue College campus stakeholders, our highly collaborative process involves active participation in developing planning concepts and alternatives. The outcome is a comprehensive implementation plan that defines the problem and expectation from all sides – programmatically, performance, budget, and timing.

Workshop Engagement

The team strives to be more than the sum of its parts. The most elegant design solutions are often the result of multiple disciplines engaged in a common plan. Utilizing a well-tested system of workshops creates this level of engagement and is a catalyst for multi-discipline solutions. The typical workshop is a full-day event consisting of sessions that investigate the full 3600 range of student, staff and faculty needs, inclusive of project budget and schedule.

During these workshops, the consultant team reviews inside-out and outside-in issues for a comprehensive review of the program, site and building intervention, sustainable approach, Interiors, MEP-FP, low voltage, food service, etc.

ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN



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