

Johns Hopkins University

# Milton S. Eisenhower Library Modernization

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Proposal  
for A / E Services

12.18.2020

JSA / **MIx**design | ZGF

# 2.1

## Cover Letter



JSA :: Bobst Library, NYU  
New York



December 18, 2020

Re: Proposal for Architectural / Engineering Services, Johns Hopkins University  
Milton S. Eisenhower Library Modernization

Dear Members of the Selection Committee:

We are pleased to submit our proposal for the Milton S. Eisenhower Library (MSEL) Modernization Project. Our submission elaborates upon themes covered in the RFQ to cover the following key issues:

**JSA Points of Contact**

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**PRIMARY**

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» **2.2 Team Qualifications** describes how our team, led by JSA/MIXdesign and ZGF, possesses complementary knowledge and experience that will allow us to collaborate with you to realize the project objectives, schedule, and budget. As Design Architect, JSA will establish the design direction by drawing from its experience designing award-winning renovations of mid-century libraries that incorporate analog and digital technologies to create flexible study spaces that promote individual and collaborative learning. In addition, the expertise of MIXdesign, an inclusive design think-tank and consultancy, will allow our team to treat the accessibility and life safety upgrades as a creative opportunity to exceed ADA standards and transform MSEL into a safe and welcoming hub that serves the library's diverse end-users.

As Architect of Record, ZGF brings extensive experience delivering large academic and research projects for top-tier universities, as well as a history of rehabilitating and adapting historic structures for modern use. With an office in Washington DC, ZGF's knowledge of the local market and construction environment will enhance our team's approach to delivery and construction administration. A national leader in high-performance design, ZGF's experience creating aggressively sustainable, healthy, and data-driven environments and will allow our team to reimagine the MSEL at the intersection of sustainability, health and well-being.

» **2.3 Relevant Project Experience** describes three projects that demonstrate JSA and ZGF's experience tackling similar challenges to those posed by the MSEL. JSA's award winning renovation of Julian Street Library at Princeton University transformed an inaccessible mid-century library into a flexible 24/7 study hub by relocating existing stacks. ZGF's Jaqua Academic Center at the University of Oregon is a high-performance ground-up building that houses diverse learning and study spaces in an environment that creates community and celebrates culture. King Street Station demonstrates ZGF's experience modernizing historic structures to achieve impressive high-performance results while improving site infrastructure and accessibility.

» **2.4 Programming and Benchmarking** describes our team's approach to program verification, an intensive process that involves working with you to carry out three parallel tasks: Comparative Program Analysis, Stakeholder and End-User Engagement, and Benchmarking. We will correlate quantitative data and qualitative end-user feedback to generate an approved program that meets your needs.

» **2.5 Best Value** outlines how we will generate and evaluate design options that address three major project challenges—code / life safety / accessibility upgrades, improvements to the interior environment, and daylighting—in an integrated way. We will explore solutions that sensitively modify the Neo-Federal exterior as an accessible destination and gateway that promotes campus connectivity between town and the Homewood campus. We will investigate strategies for introducing direct and borrowed light through skylit atriums and landscaped lightwells that will allow us to redistribute the updated program components to create a variety of public, staff support, and study environments.

We welcome the opportunity to work in close collaboration with JHFRE's design and construction team, JHU senior leadership and trustees, SOM, MVVA, Sheridan Libraries staff and the consultant team to incorporate diverse viewpoints and achieve a unified design vision. MSEL will be a top-priority for both JSA/MIXdesign and ZGF. Our staffs, along with our team of consultants, will remain dedicated throughout all project phases, focusing our attention and creative energy to deliver your project on time and budget.

Please feel free to contact us with any questions or requests for further information.

Joel Sanders  
Principal, JSA

Tim Williams  
Partner, ZGF

# 2.2

## Team Qualifications

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ZGF :: Landmark Office Adaptive Reuse, Expensify  
Portland, Oregon

# Why this Team?

## JSA + ZGF

After attending the virtual site visit meeting, we are convinced that JSA | ZGF and our consultant team are uniquely positioned to deliver this project. **Together, we are stronger than one firm alone, demonstrated by our complementary skills and experience.**

JSA as Design Architect will spearhead the design direction, bringing its experience **renovating mid-century libraries to meet 21st century needs** while addressing the **impact of digital technology on learning environments**, and tailoring its specialty in interior design to each project. JSA excels in building consensus with University clients specifically, whose unique culture demands the need to listen carefully and balance the needs of a wide range of stakeholders. **JSA also brings inclusive design expertise with MIXdesign, the branch of its firm dedicated to expanding end-user engagement to include “non-compliant bodies”, a broad spectrum of users across age, gender, ability, racial / cultural identity, and religion.**

ZGF as Architect of Record brings a team of award-winning designers experienced in delivering **large, complex, new construction and renovation projects** for academic and institutional clients. With an office based in Washington, DC, ZGF is familiar with local building codes, construction standards, suppliers, and project delivery. **ZGF's proximity to the project site will allow the firm to seamlessly execute construction administration.** The firm's in-house expertise in **sustainability and data analytics**, as well as **dedicated interior design staff** that will complement JSA, position our team to realize a holistic vision for the project.

These key differentiating strengths are further elaborated on in Section 2.2.5: Best Value.

## BUILDING CONSENSUS

**JSA understands the complex structure of university culture from two perspectives, professor and architect.** JSA Principal Joel Sanders' experience as a professor and administrator at Yale University grants our team with detailed knowledge of the horizontal decision-making structure unique to university clients (compared to the top-down hierarchical structure of commercial clients). This includes **understanding the perspective of the end-user** (students' and faculty's need for learning spaces and user-friendly technologies), as well as organized processes for **building consensus with a broad range of constituencies** (staff, trustees, librarians, administrators).

## INCLUSIVE DESIGN

Together, JSA/MIXdesign and ZGF understand that to develop programs and designs that meet all users' needs, it is essential to **conduct engagement practices that draw from the lived experience of both stakeholders and end-users.** ZGF brings substantial experience facilitating client workshops supplemented with the use of real-time survey-platforms to streamline remote engagement processes. MIXdesign—a branch of JSA that acts as an inclusive design think tank and consultancy—**expands the typical intake process by employing a bottom-up approach that prioritizes the active participation of marginalized communities.** MIX works with university stakeholders to conduct participatory practices including surveys, interviews, workshops, and focus groups. These engagements are informed by MIX's collaboration with public health researchers and clinicians, to ensure that **projects exceed ADA regulatory compliance** and result in accessible environments that promote **wellbeing and inclusion for a diverse range of end-users**—students, faculty, and staff of varying physical, sensory, and cognitive abilities; religious and ethnic backgrounds; and genders and sexualities.

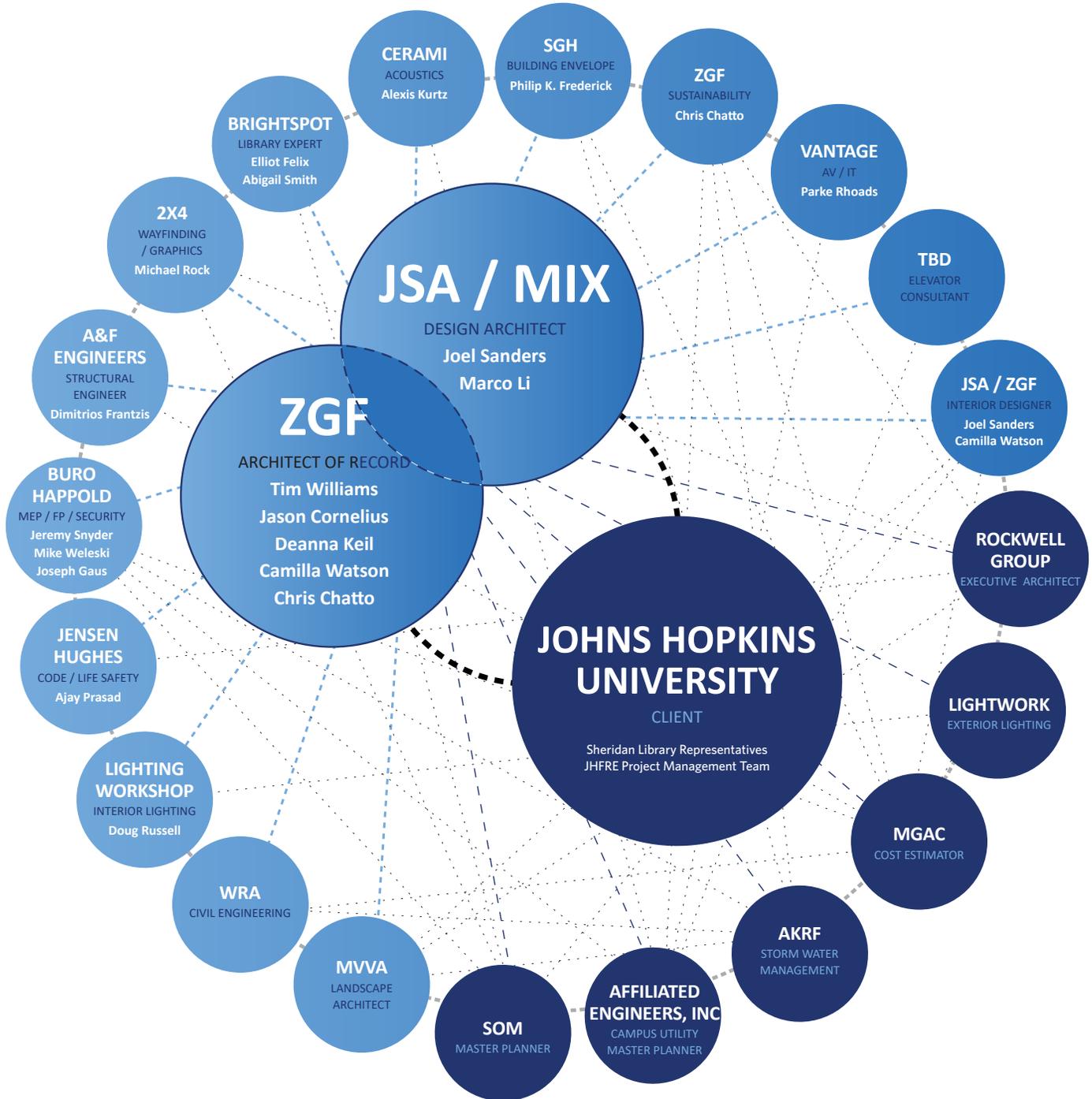
## SUSTAINABILITY

ZGF is a national leader in high-performance design and has designed over 200 projects that have been LEED certified, including the first triple LEED Platinum® laboratory in the nation at UC Santa Barbara. **ZGF's commitment greatly exceeds the ambitions of LEED Platinum®**, with 15 projects that have achieved or are seeking net-zero energy, net-zero carbon, or net-zero water—utilizing site and material impact-neutral design. ZGF's approach to sustainability closely complements JSA's approach to inclusive design, supported by its current research in **Evidence-Based Design—a field of study that focuses on connections between the built environment and health outcomes.** ZGF's approach is increasingly focused on wellness, with WELL and Fitwel certifications providing rigorous benchmarks to guide a project's impact on the health of occupants and communities. In recognition of the firm's commitment to both design excellence and sustainability, ZGF was ranked the Number One Firm in Sustainability in 2016 and 2017 by *ARCHITECT Magazine*.

## DATA-DRIVEN DESIGN

ZGF's in-house, multidisciplinary team includes **data analysts, statisticians, and computational design experts that enable our team to leverage data to inform design.** To better understand the connection between the built environment, wellness, and productivity, ZGF surpasses the industry norm by conducting pre and post-occupancy evaluations supplemented with a first-of-its-kind machine learning application that accelerates traditional methods of conducting occupancy surveys. With qualitative survey data and environmental information (daylight, electric lighting, CO2, temperature, etc), ZGF generates visualizations that help it understand key relationships between design, space utilization, and the user experience. **Most importantly, these visualizations aid in making design recommendations to clients in a way that is easily understandable for non-architects.**

## 2.2.1 Organizational Chart



# Joel Sanders FAIA

## Project Principal | JSA



Joel Sanders, FAIA is the founding principal of New-York based architectural studio JSA as well as MIXdesign, a branch of the studio that is an inclusive design think-tank and consultancy. Under Sanders' leadership, JSA/MIXdesign prioritizes forging close and collaborative client relationships with the goal of creating budget-conscious, yet distinctive designs that express the specific needs and values of our clients. JSA's medium size and dedication to customized quality guarantees that each and every commission receives direct and personal attention from Sanders, the thought leader of the firm.

Sanders is Professor-in-Practice at Yale School of Architecture where he is Director of the M. Arch II Program. Sanders' 30 years of teaching and university administration, combined with his experience collaborating with university stakeholders on award-winning renovation projects, gives him a first-hand understanding of university culture from the perspective of both teacher and practitioner.

As the Project Principal, Joel Sanders will remain invested in the project. As thought leader, during early phases he will collaborate with client and team to establish the project's design direction. He will spearhead programming and lead stakeholder and student engagement workshops dedicated to making the library a safe and welcoming place for everyone. Over the course of the project, Sanders will assure that the project's guiding design principles remain consistent from Concept to Construction Administration. Sanders will attend all major presentations to JHU Senior Leadership and Trustees.

### EDUCATION

Master of Architecture,  
Columbia University

Bachelor of Arts,  
Columbia College

### PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Architect: CT, DC,  
NY, NJ, PA, RI

### REFERENCES

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### SELECT EXPERIENCE

#### Princeton University, Hobson College

PRINCETON, NEW JERSEY

New ground-up Residential College including the adaptive reuse of an existing mid-century dorm complex, located at the heart of the Princeton campus. The new multi-use building will combine spaces for living (including 510 dorm beds), learning, and dining.

#### Nationalmuseum STOCKHOLM, SWEDEN

Design for the museum's permanent collection that balanced curator needs for flexibility, while maintaining the architectural integrity of the interiors of the original 1866 building.

#### Institute of Contemporary Art

PHILADELPHIA, PENNSYLVANIA

Renovation that transforms a highly-regarded art venue into a vibrant hub that attracts a broad and diverse audience, by activating the building perimeter with a series of indoor and outdoor gathering spaces.

#### Woodstock Public Library Annex

WOODSTOCK, NEW YORK

Innovative and sustainable design that demonstrates thought leadership in library planning by creating a flexible, accessible and digitally wired "community room," while blending old and new through material sensibility and technical upgrades.

#### UPenn Education Commons

PHILADELPHIA, PENNSYLVANIA

Addition and fit-out that transforms a 7,000 SF shell space beneath the bleachers of Franklin Field stadium into a wired, flexible library.

#### New York University, Bobst Library Pixel Veil

NEW YORK, NEW YORK

Atrium renovation that addresses the dual objective of creating an attractive security membrane that is secure, yet visually porous and aesthetically compatible with the existing 7,000 SF atrium.

#### Princeton University, Julian Street Library

PRINCETON, NEW JERSEY

Interior renovation of a library in a 1960s modernist building at Princeton University, that transforms a 3100 SF reading room into a state-of-the-art multimedia learning environment.

#### University of Virginia, Sound Lounge

CHARLOTTESVILLE, VIRGINIA

Interior renovation that integrates architecture, landscape and media to transform the public spaces of Campbell Hall, a mid-century double-height lobby, into a student destination.

# Tim Williams AIA

## Architect of Record | ZGF



Tim Williams has more than 26 years of professional experience across a wide range of diverse project types and services, including master planning, programming, project management, quality control / quality assurance, and construction administration. Having led all phases of design and construction, Tim has developed expertise in working collaboratively with all project stakeholders to monitor and successfully achieve project goals and objectives. For each project, he provides leadership and attention to all critical areas of project development and completion, fostering design excellence and innovation while ensuring attention to budget and schedule.

As Architect of Record, Tim will be contractually responsible to JHU for the delivery, quality control, and performance of the entire team, ensuring that proper resources are dedicated to the project at all times and that the design team adheres to all schedule and budget parameters. Tim will stamp all drawings.

### EDUCATION

Master of Architecture,  
University of Washington

Bachelor of Arts, Kenyon College

### PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Architect: MD, CO,  
DC, FL, GA, IL, IN, MA, NC, NJ, NY,  
PA, RI, VA, VT, WA

### REFERENCES

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### SELECT EXPERIENCE

#### **City of Seattle, King Street Station Renovation** SEATTLE, WASHINGTON

The historic rehabilitation of this 1906, 60,000 SF train station sensitively restored the building to its former prominence and re-established it as an active transportation hub. The LEED Platinum® project was awarded an AIA National Honor Award and a Natural Preservation Award from The National Trust for Historic Preservation.

#### **University of Texas at Arlington, Science and Engineering Innovation and Research Building** ARLINGTON, TEXAS

This 229,206 SF learning and research hub supports innovation and collaboration across multiple health science disciplines. The facility promotes interaction among students, faculty, and industry partners, while prominently showcasing the sciences.

#### **Princeton University, East Energy Plant and East Garage** PRINCETON, NEW JERSEY

These two new facilities will work together to establish a welcoming experience for users arriving to Princeton's East Campus, to create a distinctive sense of place, and to showcase Princeton's ethos of sustainability.

#### **The Pennsylvania State University, Physics Building and Osmond Renovation**

STATE COLLEGE, PENNSYLVANIA

The multi-phased renovation of 47,000 SF within the historic Osmond Laboratory and 105,000 SF new addition will create a flexible, modern, and contiguous home for the Department of Physics.

#### **The Evergreen State College, Lecture Hall** SACRAMENTO, CALIFORNIA

This 25,000 SF gut renovation and addition transformed a brutalist lecture hall building into a flexible, student-centered, active learning environment. The renovated and expanded net-zero-ready building is a hub for students, faculty, and visitors and contains diverse classroom spaces that support a variety of pedagogies.

#### **University of Washington, MoES and NanoES Buildings** SEATTLE, WASHINGTON

This multi-phased 160,000 SF teaching and research complex responds to trends in interdisciplinary research and active learning. The buildings feature laboratories, classrooms, and dynamic collaboration spaces.

#### **City of Sacramento, Sacramento Valley Station Renovation** SACRAMENTO, CALIFORNIA

The historic rehabilitation of this 66,000 SF train station restored the structure's original fabric, including the façade, roof, masonry, and decorative details. Extensive upgrades to building systemic upgrades and new high-performance features earned the project LEED Platinum®.

#### **National Institute of Standards and Technology, Radiation Physics Modernization** GAITHERSBURG, MARYLAND

The highly complex modernization and expansion of NIST's radiation physics research laboratory is phased to minimize disruption to ongoing mission-critical research and includes an 80,000 SF addition and 200,000 SF renovation.

# Jason Cornelius AIA, LEED AP® BD+C

**Project Manager | ZGF**



Jason Cornelius is an architect with more than 16 years of experience in project management and design. Jason's approachable demeanor facilitates consensus building among a range of constituents, as he steers industry partners, clients, and communities through the challenges of planning, designing, and delivering complex projects. Jason's experience has involved executing all project phases—from programming and conceptual studies through working drawings and construction administration—for projects ranging from higher education and research facilities to commercial office buildings and corporate headquarters. Jason's leadership style has led to the successful delivery of several of ZGF's signature projects for clients, including JBG Smith, Amazon, Augusta University, and Virginia Tech.

Jason will serve as the day-to-day contact with JHU and will be responsible for coordinating the daily efforts of the design team. He will be responsible for interpersonal and technical communication between the design team, consultants, and JHU staff. He will also be responsible for developing and updating project work plans and schedules, monitoring contracts and preparing status reports, as well as managing the interface with the CM.

## EDUCATION

Master of Architecture,  
Virginia Polytechnic Institute and  
State University

Bachelor of Environmental  
Design, Texas A&M University

## PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Architect: DC

## REFERENCES

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## SELECT EXPERIENCE

### **Augusta University, M. Bert Storey Cancer Research Building Expansion**

AUGUSTA, GEORGIA

The 170,000 SF expansion to this cancer research building created a permeable gateway to Augusta University's Health Sciences Campus while inviting interaction and connectivity between oncologists and researchers. The expanded facility houses ample collaboration spaces, a new conference center, administrative offices, and wet-bench laboratories.

### **Virginia Tech, Goodwin Hall**

BLACKSBURG, VIRGINIA

This LEED Gold®, 159,500 SF signature engineering building contains highly specialized laboratories to support hands-on problem solving and discovery-based learning. The facility includes classrooms, instructional and research laboratories, offices, and support space for engineering education.

### **University of Washington, Animal Research Care Facility**

SEATTLE, WASHINGTON

The LEED Gold®, 90,000 SF, below-grade Animal Research and Care Facility (ARCF) is a flexible facility that addresses the current and future research needs of the University of Washington while consolidating previously separate vivaria into a centralized location on the main campus. The ARCF was designed to accommodate a 150,000 SF research laboratory above it.

### **Society for Science & the Public, Headquarters Renovation**

WASHINGTON, DC

The renovation and adaptation of the Society for Science & the Public's existing headquarters—housed in two 100-year-old rowhouses in the Dupont Circle Historic District—will transition the organization from its existing enclosed and private-office layout to a modern and open environment that fosters collaboration.

### **JBG Smith, 500 L'Enfant Plaza**

WASHINGTON, DC

This new, LEED Gold® 247,000 SF trophy office building offers a contemporary architectural response to adjacent brutalist, midcentury buildings designed by I.M. Pei and Marcel Breuer. The urban infill project takes advantage of its technically challenging site to create efficient and flexible floor plates that maximize natural daylight and views.

### **Amazon / JBG Smith, Metropolitan Park**

ARLINGTON, VIRGINIA

The first phase of Amazon's new headquarters in northern Virginia, this project encompasses more than 2,000,000 SF of sustainable workplace, retail, and open space adjacent to Arlington's Metropolitan Park. The LEED Platinum® buildings will be powered by 100% renewable energy and incorporate sustainable strategies, including thermal transition lobbies, operable windows, stormwater capture, and a high-performance façade.

# Deanna Keil

ASSOCIATE AIA

## Project Designer | ZGF



Deanna Keil brings 12 years of professional experience, and she has led project teams in the execution of innovative design solutions for technologically and programmatically complex higher education and research buildings. Her project responsibilities have involved conceptual and design development, as well as technical coordination and documentation. Deanna has demonstrated her sensitivity to the use and detailing of appropriate materials, building systems, and technologies to optimize design quality within established budgets. Her work consistently demonstrates empathetic thinking, clear communication, and innovative and eloquent responses to the needs of her clients.

Deanna will be responsible for design documentation, for the technical implementation of the design, and for the production of construction documents. Deanna will be a key participant in coordination of the consultant team, construction administration, quality control, and project administration.

### EDUCATION

Master of Science in Architecture,  
The Catholic University of America

Bachelor of Science in Architecture,  
The Catholic University of America

### PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

NCARB

### REFERENCES

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University of Pittsburgh  
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### SELECT EXPERIENCE

#### **Wexford Science & Technology, LLC / University of Pittsburgh, 5051 Centre**

PITTSBURGH, PENNSYLVANIA

This LEED Gold® project will repurpose a vacant 1915 Ford Motor Assembly Plant, transforming it and expanding it into a modern innovation hub that will support researchers in their efforts to solve some of medicine's toughest challenges. The multi-phased project will rehabilitate the 207,000 SF Ford Building while establishing a distinct yet complementary 157,170 SF addition.

#### **University of Texas at Arlington, Science and Engineering Innovation and Research Building**

ARLINGTON, TEXAS

This 229,206 SF learning and research hub supports innovation and collaboration across multiple health science disciplines. The facility promotes interaction among students, faculty, and industry partners, while prominently showcasing the sciences.

#### **Emory University, Health Sciences Research Building**

ATLANTA, GEORGIA

This LEED Silver®, 212,000 SF research facility connects to existing campus research spaces and promotes interaction and collaboration between scientific disciplines. The facility includes wet and dry laboratories, computational office space, an auditorium, break-out spaces, and a cafe.

#### **U.S. General Services Administration, Department of Homeland Security, St. Elizabeths West Campus**

WASHINGTON, DC

This master plan for 1,400,000 SF of new office and support areas for the Department of Homeland Security defined massing and orientation to complement a National Historic Landmark context while meeting current GSA standards. ZGF has led a dozen implemented projects, including several renovation projects to modernize existing DHS facilities.

#### **Akridge Real Estate Services / Mitsui Fudosan America, 1200 Seventeenth**

WASHINGTON, DC

This LEED Platinum®, 170,000 SF Class-A trophy office building responded to DC's need for more flexible and efficient office environments. Sited at the perimeter of the central business district and historic Dupont Circle neighborhood, the building incorporates a historically inspired glazed terra cotta façade juxtaposed against a modern glass tower to visually connect the two neighborhoods.

#### **Science Center / Wexford Science + Technology, uCity Square**

PHILADELPHIA, PENNSYLVANIA

For more than ten years, ZGF has collaborated on the revitalization of the Market Street corridor in West Philadelphia, including the master planning, programming, and conceptual design for over 1,000,000 SF of commercial, office, and laboratory space.

# Marco H. Li

## Project Architect | JSA



Over the past eight years working at JSA/MIXdesign, Senior Associate Marco Li has served as both Project Architect and Project Manager on a series of complex university projects. These include Princeton University, Hobson College; Princeton University, EQuad Study Lounges; Gallaudet University, Field House; and the Woodstock Public Library Annex. In addition, Li has led design teams for the firm's portfolio of cultural and residential projects, most recently at the Nationalmuseum of Stockholm. In all of these projects, Li has addressed code compliance, adaptive re-use, multi-functional programming, cost estimation, detailing, specifications, and the spatial dimensions of diversity, equity and inclusion.

As Project Architect, Marco Li will work closely with Project Principal Joel Sanders, as well as staff at ZGF. He will supervise JSA/MIXdesign's in-house designers on a day-to-day basis and be the point of contact, coordinating and channeling communications between JSA and ZGF. Li will ensure that the work of both firms, as well as our team of consultants, is closely coordinated and meets JHU's expectations.

### EDUCATION

Master of Architecture, University of California, Los Angeles

Bachelor of Science in Architecture, University of California, Los Angeles

### REFERENCES

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### SELECT EXPERIENCE

#### Princeton University, Hobson College

PRINCETON, NEW JERSEY

New ground-up Residential College including the adaptive reuse of an existing mid-century dorm complex, located at the heart of the Princeton campus. The new multi-use building will combine spaces for living (including 510 dorm beds), learning, and dining.

#### Gallaudet University, Field House

WASHINGTON, DC

Interior renovation working with a University client to transform an under-performing space into a new standard for inclusive changing rooms for diverse users.

#### Nationalmuseum STOCKHOLM, SWEDEN

Design for the museum's permanent collection that balanced curator needs for flexibility, while maintaining the architectural integrity of the interiors of the original 1866 building.

#### Princeton University, EQuad Study Space Renovation

PRINCETON, NEW JERSEY

Interior renovations of three underutilized spaces for the School of Engineering and Applied Sciences, that creates 21st century collaborative student destinations.

#### Institute of Contemporary Art

PHILADELPHIA, PENNSYLVANIA

Renovation that transforms a highly-regarded art venue into a vibrant hub that attracts a broad and diverse audience, by activating the building perimeter with a series of indoor and outdoor gathering spaces.

#### Woodstock Public Library Annex

WOODSTOCK, NEW YORK

Innovative and sustainable design that demonstrates thought leadership in library planning by creating a flexible, accessible and digitally wired "community room," while blending old and new through material sensibility and technical upgrades.

# Elliot Felix

Library Subject Matter Expert | BRIGHTSPOT



Elliot Felix founded and leads Brightspot, a higher education strategy consultancy on a mission to improve the student experience by making it more engaging and equitable. He is an accomplished strategist, facilitator, and sense-maker who has helped transform facilities at more than 90 colleges and universities, including Carnegie Mellon University, Georgia Institute of Technology, MIT, Harvard University, North Carolina State University, Stanford University, Temple University, University of Michigan, University of Virginia, and Yale University. Elliot is a frequent speaker on the future of libraries, having presented at more than 60 conferences including EDUCAUSE, NACUBO, SXSWedu, SCUP, and Tradeline. He has written dozens of articles in publications such as Planning for Higher Education, Journal of Learning Spaces, Library Journal, EDUCAUSE Review, and Touchpoint: The Journal of Service Design.

As the Library Subject Matter Expert, Elliot will provide overall strategic direction and insight, and facilitate key sessions with leadership as available.

## EDUCATION

Master of Architecture,  
Massachusetts Institute of Technology

Bachelor of Science in Architecture,  
University of Virginia

## REFERENCES

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## SELECT EXPERIENCE

### Barnard College, Milstein Center for Teaching and Learning Visioning and Programming

NEW YORK, NEW YORK

This new 128,000 SF building serves as a crossroads of knowledge, teaching, and learning. The Milstein Center encourages dialogue between students and faculty, brings technology seamlessly into flexible classrooms and multimodal learning centers, and provides a variety of inspiring spaces for reflection, team-based learning, research, and collaboration.

### Cornell University, Olin and Uris Libraries Master Plan

ITHACA, NEW YORK

Brightspot identified and assessed programmatic relationship among all 330,000 SF of Cornell's library facilities and established a detailed program of space requirements and ideal adjacencies to guide future changes within Olin and Uris Libraries. The firm led a strategic vision that considers Cornell's current and future programmatic needs and aspirations.

### Georgia Institute of Technology, Price Gilbert and Crosland Tower Library

ATLANTA, GEORGIA

The transformation of these two buildings will reflect Georgia Tech's vision for a 21st century research library. Brightspot helped the client develop a compelling vision for the future and an innovative new design informed by research. Throughout design, staff championed new directions in service delivery to meet the evolving and unique needs of the campus.

### Johns Hopkins University, Confidential Master Planning Project

BALTIMORE MARYLAND

This master planning effort includes a school-wide assessment of JHU's facilities to develop a campus master plan and a program for a new building in partnership with SOM. The master plan looks at growth and change in education, research, and practice to assess future space and student service needs while identifying operational and organizational efficiencies.

### North Carolina State University, Hunt Library Space and Service Strategy

RALEIGH, NORTH CAROLINA

This new 225,000 SF library set a new benchmark for technologically-sophisticated collaborative learning spaces. The effort included programming and learning space strategy through workshops, research, analysis, and the development of library space concepts. Brightspot facilitated the redesign of a service-add staffing model to capitalize on operational efficiencies.

### Temple University, Charles Library

PHILADELPHIA PENNSYLVANIA

This new 210,000 SF project anchors a new social and academic heart Temple's diverse student body. Brightspot led the development of a vision, space program, and high-level service strategy. The firm conducted extensive research and modeled various options for housing collections. Insights were generated from workshops with stakeholders, observational studies, interviews, and a storage / collections study.

# Camilla Watson

IIDA, NCIDQ

## Interior Designer | ZGF



Camilla Watson is an interior designer with seven years of experience working on projects for corporate and healthcare clients. She is dedicated to the integration of architecture and interior design and creating healthy environments that respond to the human experience. Camilla applies the knowledge she's gained designing workplace and healthcare projects across typologies to create healthy, collaborative, and productive environments. She has worked extensively with clients such as Microsoft, The Boeing Company, and Amazon to design spaces that are flexible and innovative. Camilla enjoys collaborating with clients and engaging with users to create programs that respond to their culture and goals.

Camilla will work closely with the project team in the development of concepts and the refinement of the design scheme. Camilla will also work in hand in hand with Joel Sanders for the integration of colors, finishes, and furnishings. Her experience working with tech clients brings a unique perspective, one that can benefit the team to see the interior spaces through a different lens.

### EDUCATION

Master of Fine Arts in Interior Design,  
Harrington College of Design

Bachelor of Fine Arts in Interior Design,  
Savannah College of Art and Design

### PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

NCIDQ

### REFERENCES

**Maggie Goodman**  
Regional Workplace Strategist,  
Design Manager - GWS  
Microsoft Corporation  
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E magoodma@microsoft.com

**Ruta Patil**  
Real Estate & Facilities  
Microsoft Corporation  
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E rupati@microsoft.com

### SELECT EXPERIENCE

#### California Department of General Services, Clifford L. Allenby Building

SACRAMENTO, CALIFORNIA

With a focus on employee wellness and energy and water conservation, this 372,407 SF office building will transform the workplace environment for the State of California. The building will be a transparent, collaborative environment that fosters health, well being, and community and is targeting LEED Platinum®.

#### Microsoft, Campus Modernization

REDMOND, WASHINGTON

As one of several architects responsible for Microsoft's new 2,900,000 SF campus, ZGF is designing the Lake Washington Village. The Village includes five buildings and 782,000 SF of highly flexible workplace, amenity, retail, food, and beverage space and will serve as the front door to this new heart of the larger campus.

#### Microsoft, Building 44

REDMOND, WASHINGTON

This 158,000 SF renovation and tenant improvement responds to the programmatic needs and functional requirements of an open plan workspace. Amenities reflect Microsoft's and the user group's culture and include focus rooms, a biophilic living wall, and a recreation area with skee-ball machines.

#### Microsoft, Building 42

REDMOND, WASHINGTON

This 175,760 SF workplace renovation creates an environment that showcases Microsoft's capabilities and technologies and provides a dynamic workplace environment with defined neighborhood pods and breakout space.

#### Touchstone / Amazon, Tilt 49 Office Tower

SEATTLE, WASHINGTON

This 300,000 SF Tilt 49 Office Tower built for Amazon as the sole tenant. The office tower is part of a larger 700,000 SF mixed-use development situated at the heart of Seattle's Denny Triangle neighborhood. The project's prominent location reinforces the strong walkable urban spine between downtown and adjacent neighborhoods and includes 390,000 SF AMLI ARC Residential Tower, and parking for 600 vehicles below grade.

#### Biomed Realty Trust, Vue Research Center

SEATTLE, WASHINGTON

This seven-story, 122,000 SF premier life sciences building that is an expansion of the adjacent 530 Fairview building and serves as a front door for both buildings. The Vue provides highly flexible research and development laboratories, laboratory support, offices, conference rooms, and street level retail.

#### Seattle Children's Hospital, Diagnostic & Treatment Facility

SEATTLE, WASHINGTON

This major campus expansion will create a new front door and gateway to the campus, welcoming patients, families and staff. Comprised of a 17,000 SF renovation and a 320,000 SF addition, the design delivers critical diagnostic and treatment services to the region's sickest children in a hopeful, healing, and high-performance environment.

# Chris Chatto

AIA, LEED AP® BD+C

## Sustainable Designer | ZGF



Chris Chatto is a specialist in high-performance design with experience working with public and private higher education institutions. Specializing in energy use and environmental studies, he is responsible for researching and facilitating the design of efficient and healthy buildings through the innovative use of materials, technology, and design techniques, the results of which have been presented at conferences and seminars throughout the country. His work has contributed to a number of projects achieving Net Zero energy, water, and carbon, as well as LEED Platinum®. Chris has also developed and taught courses focusing on sustainable, climate responsive and energy-efficient design at the University of Oregon and the University of Washington.

Chris will work with the entire design team to optimize performance of building systems and sustainable design strategies so the MSEL Modernization Project meets or exceeds its performance goals.

### EDUCATION

Master of Architecture,  
University of Oregon

Bachelor of Science in Economics,  
University of Pennsylvania

Bachelor of Arts in English,  
University of Pennsylvania

### PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Engineer: OR

### REFERENCES

**Ed Gormley**  
Project Manager  
The Children's Hospital of Philadelphia  
T 267.426.0110  
E gormleye@email.chop.edu

**Eva Lew**  
Director, Architecture and Planning  
University of Pennsylvania  
T 215.573.5554  
E evalew@upenn.edu

### SELECT EXPERIENCE

#### Princeton University, East Energy Plant and East Garage

PRINCETON, NEW JERSEY

These two new facilities will work together to establish a welcoming experience for users arriving to Princeton's East Campus, to create a distinctive sense of place, and to showcase Princeton's ethos of sustainability.

#### University of Washington, MoES and NanoES Buildings

SEATTLE, WASHINGTON

This multi-phased 160,000 SF teaching and research complex responds to trends in interdisciplinary research and active learning. The buildings feature laboratories, classrooms, and dynamic collaboration spaces.

#### Stanford University, Central Energy Facility

PALO ALTO, CALIFORNIA

This new 125,614 SF facility leverages the latest in technological advances and ecodistrict planning solutions, slashing greenhouse gas emissions by 68%; fossil fuel use by 65%; and campus-wide water use by 18%. The project was honored with an AIA National Award and an AIA COTE Award.

#### Stanford University, Biomedical Innovation Building for Stanford Medicine

PALO ALTO, CALIFORNIA

This new 216,600 SF building is the gateway to the School of Medicine's campus and provides 27 state-of-the-art laboratory units within the five-story structure. Drivers for the facility design included fostering a collaborative research environment and spurring innovation, while maximizing efficiency, flexibility, and safety.

#### Rocky Mountain Institute, Innovation Center

BASALT, COLORADO

The award-winning, LEED Platinum® innovation center was designed to be the most energy-efficient building in the coldest climate zone in North America. The 15,600 SF, net-positive energy building combines unobstructed views, natural light, and an architectural expression that harmonizes with its Rocky Mountain locale.

#### PAE Living Building

PORTLAND, OREGON

Planned to become the largest commercial Living Building ever certified, this 58,700 SF mixed-use building will produce 110% of the entire building's annual energy needs from renewable energy, operating as a net-positive energy generator.

#### California Department of General Services, Clifford L. Allenby Building

SACRAMENTO, CALIFORNIA

With a focus on employee wellness and energy and water conservation, this 372,407 SF office building will transform the workplace environment for the State of California. The building will be a transparent, collaborative environment that fosters health, well being, and community and is targeting LEED Platinum®.

#### U.S. General Services Administration, Federal Center South

SEATTLE, WASHINGTON

This 209,000 SF, LEED Platinum® office building features innovative workplace design solutions and integrated building systems to meet the benchmarks of the 2030 Challenge.

# Dimitrios Frantzis PE

Structural Engineer | A+F ENGINEERS



Dimitrios Frantzis has over 37 years of experience in the practice of Structural Engineering for a large range of projects including higher education, cultural, institutional buildings, stadiums, sport facilities, government, and commercial buildings. Since 2007 he has led A+F Engineers' structural practice on numerous high-profile projects in the Washington Metropolitan Area, which have been recognized by regional and national industry awards. Dimitrios leads all phases of design and develops cost savvy strategies through collaboration with design and construction partners.

Dimitrios has experience with various structural materials. His special construction experience encompasses design-build, CM-at-Risk, and fast-track methodologies, historic building renovation / strengthening, seismic upgrades, top-down construction, vibration sensitive structures, progressive collapse, flood zone designs, tilt-up, below ground stations, high bay structures, combustion / steam turbine pedestals, water tanks, and pipe racks.

## EDUCATION

Master of Science in Civil Engineering  
University of Maryland, College Park

Bachelor of Engineering & Master of  
Engineering in Structural Engineering,  
University of Patras, Greece

## PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Architect: CT, DC, DE, FL,  
MD, OH, PA, VA

## REFERENCES

**Robert Null**  
Principal | Director of Operations  
SmithGroup  
T 202.580.9560  
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**Joe Cellucci**  
Principal  
Quinn Evans  
T 443.761.2913  
E jcellucci@quinnevans.com

## SELECT EXPERIENCE

### **Wexford Science & Technology, LLC / University of Pittsburgh, 5051 Centre**

PITTSBURGH, PENNSYLVANIA

This LEED Gold® project will repurpose a vacant 1915 Ford Motor Assembly Plant, transforming it and expanding it into a modern innovation hub that will support researchers in their efforts to solve some of medicine's toughest challenges. The multi-phased project will rehabilitate the 207,000 SF Ford Building while establishing a distinct yet complementary 157,170 SF addition.

### **American University, Washington College of Law**

WASHINGTON, DC

This 310,000 SF, LEED Gold® project includes a library, student commons, underground garage, and administrative spaces. The project involved the renovation and adaptive reuse of the historic Capital Hall and Chapel and a new 176,510 SF garage.

### **St. Mary's College of Maryland, Ann Arundel Hall and Maryland Heritage Interpretive Center**

ST. MARY'S CITY, MARYLAND

This LEED Gold® academic complex is comprised of three interconnected buildings that replaced the aging Anne Arundel Hall. The new MHIC which will be shared by the Honors College and Historic St. Mary's City.

### **Montgomery College, Student Services Center**

ROCKVILLE, MARYLAND

This 127,275 SF student services center will provide students and faculty with common spaces, classrooms, laboratories, and faculty offices. The project included demolition of the existing student services center to make way for a new landscaped promenade.

### **Georgetown University, Thompson Jr. Athletic Center**

WASHINGTON, DC

This LEED Gold®, 144,000 SF athletic facility was designed as the training facility for men's and women's basketball, soccer, and lacrosse programs. The project includes training facilities, academic facilities, and administrative support centers for student athletes.

### **George Washington University Science and Engineering Hall**

WASHINGTON, DC

This LEED Gold®, 500,000 SF building will house modern research facilities, including a nano-materials fabrication clean room and an imaging suite. Spaces for gathering and interaction can be found throughout the building in varying scales: internal gardens highlighted by green walls, informal group spaces, a large commons area, meeting, and study rooms.

# Jeremy Snyder PE, LEED AP®

**Mechanical Engineer | BURO HAPPOLD**



Jeremy Snyder is a principal at Buro Happold responsible for leading multidisciplinary engineering teams in the design of innovative and sustainable projects. Jeremy joined Buro Happold nearly two decades ago and has worked on both large, complex projects and small scale projects. He promotes designs that are future ready, resilient, with maintainability, comfort, and occupant efficiency in mind. Experienced in high performance building and campus design, Jeremy is able to make smart, informed decisions with clients and architects that make for a better, more sustainable project.

Jeremy's understanding of the industry has allowed him to speak frequently at conferences, such as the Mascaro Center for Sustainability and the ASHRAE High Performance Building Conference, the AIA Conference, and more. Some of his recent notable projects include the Business School on the Tepper Quadrangle on Carnegie Mellon's campus, the Under Armour Corporate Headquarters in Baltimore, and The Tower at PNC Plaza, recognized as the first naturally ventilated high rise in the United States.

## EDUCATION

Integrated Bachelor and Masters of Architectural Engineering, Pennsylvania State University

## PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Engineer: MD, PA, NY, MI, IL, AR, FL

## REFERENCES

### Ed Gormley Project Manager

The Children's Hospital of Philadelphia  
T 267.426.0110  
E gormleye@email.chop.edu

Eva Lew  
Director, Architecture and Planning  
University of Pennsylvania  
T 215.573.5554  
E evalew@upenn.edu

## SELECT EXPERIENCE

### Yale University, School of Management NEW HAVEN, CONNECTICUT

This LEED Gold®, 242,000 SF state-of-the-art building includes classrooms, faculty offices, student and community spaces, a media library, and a 350-seat auditorium. Guided by the principle that interactions outside of the formal teaching areas are as important as classroom-based learning, the five-story building incorporates a variety of social spaces to promote collaboration and community.

### Yale University, Pauli Murray College and Benjamin Franklin College NEW HAVEN, CONNECTICUT

This LEED Gold®, 460,000 SF building houses 452 student beds grouped in varying types of suites, a 300-seat dining hall and adjacent servery, a student common room, a library, a faculty and special events lounge, and access to shared academic and recreation spaces on the lower-level spaces.

### University of Cincinnati, Carl H. Lindner College of Business CINCINNATI, OHIO

This new 225,000 SF building includes a four-story atrium, a new 150-seat lecture hall, a 250-seat auditorium, research labs, exam and tutoring areas, huddle and breakout rooms, and informal student work and collaboration areas.

### Northwestern University, Norris Student Center EVANSTON, ILLINOIS

This 170,000 SF renovation and 80,000 SF expansion will create a new student center that will provide contemporary meeting rooms, dining, retail, administrative offices, student, and community gathering space.

### Carnegie Mellon University, Tepper Quad Project PITTSBURGH, PENNSYLVANIA

This LEED Gold®, 305,000 SF business school facility includes an auditorium, welcome center, fitness center, food court, classrooms, offices, and collaborative, flexible spaces for students and faculty.

### Community College of Allegheny County, Net Zero Workforce Development and Training Center PITTSBURGH, PENNSYLVANIA

This new 90,000 SF Workforce Development and Training Center will support continuing education for a range of high-demand jobs, including those in cybersecurity, autonomous technology, process technology, plastic technology, and additive manufacturing. The center will also house a new culinary school and non-credit programs designed to further align the college with 21st century workforce demands.

# Mike Weleski

Plumbing Engineer | BURO HAPPOLD



Mike Weleski is an associate plumbing and fire protection engineer with more than 22 years of experience. Mike brings a wide range of experience and knowledge of multiple building types including higher education, commercial and science and technology. Mike has been an active member of the National Fire Protection Association since 2000 as well as a local American Society of Plumbing Engineers member. In addition to plumbing engineering, Mike focuses on project management, including for higher education projects, high rise facilities, and commercial office buildings. He has designed and managed specialty plumbing jobs across the United States, including projects for Legionella mitigation and implementing maintenance plans within healthcare facilities.

## EDUCATION

Bachelor of Science in Information Technology and Engineering Management, Robert Morris University

## REFERENCES

**Chris Pless**  
Principal  
Next Architecture  
T 412.681.1145  
E c.pless@next-architecture.net

**Carolyn Sponza**  
Design Manager  
Gensler  
T 202.263.5442  
E carolyn\_sponza@gensler.com

## SELECT EXPERIENCE

### **Pennsylvania State University, James Building** PITTSBURGH, PENNSYLVANIA

This 85,000 SF replacement project will establish a center for innovation, making and learning. The building will house incubator / accelerator spaces, makerspaces, meeting spaces, event spaces, classrooms, and collaboration areas.

### **Hazelwood Green, Roundhouse** PITTSBURGH, PENNSYLVANIA

This adaptive reuse project will transform a historic train roundhouse into a 36,000 SF coworking and flexible lab facility within the ALMONO development. The project will create test roadways and sustainable green spaces. The renovation will employ energy efficient systems for heating and cooling and will seek LEED Gold®.

### **Carnegie Mellon University, Scaife Hall** PITTSBURGH, PENNSYLVANIA

This 85,000 SF renovation of a five-story facility located on the southwestern edge of campus will double the existing building in size and focus on expanded, technology-rich labs; modern, flexible classrooms; and spaces that facilitate formal and informal collaboration.

### **Carnegie Mellon University, Almono Site Mill 19** PITTSBURGH, PENNSYLVANIA

This LEED Gold®, 49,000 SF interior fitout will create new mixed-use spaces, office and work space, engineering lab, and workshop space for research, conference, training and meeting spaces, and building support spaces.

### **Massachusetts Institute of Technology, Music Building** CAMBRIDGE, MASSACHUSETTS

This new 33,000 SF facility will include spaces for performance, rehearsal, professional-level recording, research, and instruction. The building will house a large-scale, purpose-built performance lab that enables experimentation with various audio formats.

### **Community College of Allegheny County, Net Zero Workforce Development and Training Center** PITTSBURGH, PENNSYLVANIA

This new 90,000 SF Workforce Development and Training Center will support continuing education for a range of high-demand jobs, including those in cybersecurity, autonomous technology, process technology, plastic technology, and additive manufacturing. The center will also house a new culinary school and non-credit programs designed to further align the college with 21st century workforce demands.

# Joseph Gaus LEED AP® BD+C

Electrical Engineer | **BURO HAPPOLD**



Joseph Gaus is an Associate with Buro Happold and leads the electrical engineering team in Pittsburgh. Joseph enjoys taking on challenging projects, having been the lead electrical engineer for the Phipps Center for Sustainable Landscapes and the electrical engineering peer reviewer for the Frick Environmental Center—both buildings having achieved the Living Building Challenge and a LEED Platinum rating. His diverse experience, which includes projects across the civic, higher education, science and technology, and commercial sectors, has made him a reliable and trusted engineer in the industry. No matter the complexities of the project, Joseph has a unique ability to ask the right questions, interpret feedback from all relevant stakeholders, and propose innovative solutions to deliver his clients the highest level of satisfaction.

## EDUCATION

Master of Business Administration,  
International Business,  
Point Park University

Bachelor of Science in Electrical  
Engineering, Grove City College

## PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Engineer: FL, IA, LA, MA,  
NJ, OH, PA, WV

## REFERENCES

**Stephen Mrdjenovich**  
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**Joseph Yimin**  
Senior Project Manager  
Carnegie Mellon University  
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## SELECT EXPERIENCE

### University of Pittsburgh, Hillside Residential Hall PITTSBURGH, PENNSYLVANIA

This new 240,000 SF, 12-story facility will provide contemporary housing with a mix of community spaces, including study and work rooms, lounges, kitchens, a collaboration center, multi-purpose rooms, media and recreation rooms, music rooms, and a large lobby.

### Carnegie Mellon University, Scaife Hall PITTSBURGH, PENNSYLVANIA

This 85,000 SF renovation of a five-story facility located on the southwestern edge of campus will double the existing building in size and focus on expanded, technology-rich labs; modern, flexible classrooms; and spaces that facilitate formal and informal collaboration.

### Hazelwood Green, Roundhouse PITTSBURGH, PENNSYLVANIA

This adaptive reuse project will transform a historic train roundhouse into a 36,000 SF coworking and flexible lab facility within the ALMONO development. The project will create test roadways and sustainable green spaces. The renovation will employ energy efficient systems for heating and cooling and will seek LEED Gold®.

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# Ajay Prasad PE

Code / Life Safety Consultant | JENSEN HUGHES



Ajay Prasad is a Director at Jensen Hughes and oversees building, fire, and life safety code consulting on a wide range of academic, healthcare, biomedical research, science & technology, office, government, hospitality and historic facilities. Ajay's is an expert in International Building Code and NFPA code and standard compliance and has over 25 years of experience designing for prominent clients such as the National Institutes of Health, Johns Hopkins University, and Penn State University. Ajay is a member of the NFPA Technical Committee for Laboratories Using Chemicals (NFPA 45) and for the NFPA Technical Committee for Air Conditioning (NFPA 90A).

## EDUCATION

Master of Science in Fire Protection Engineering, University of Maryland

Bachelor of Science in Fire Protection Engineering, University of Maryland

## PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Registered Engineer: DC, MD, PA, VA

## REFERENCES

### Ed Gormley

#### Project Manager

Colket Translational Research Building

T 267.426.0110

E gormleye@email.chop.edu

### Eva Lew

#### Director, Architecture and Planning Office of the University

University of Pennsylvania

T 215.573.5554

E evalew@upenn.edu

## SELECT EXPERIENCE

### Johns Hopkins University, George

#### Peabody Library BALTIMORE, MARYLAND

Jensen Hughes developed the fire suppression conceptual design for the Peabody Library's main stack area, atrium, work room, rare books area, and mechanical loft to determine an appropriate fire protection strategy for this historic structure.

### Johns Hopkins University, SNF Agora

#### Institute BALTIMORE, MARYLAND

Jensen Hughes is providing fire and life safety code consulting services for the design and construction of this new 57,000 SF building on the Homewood Campus. The six-story building will house collaboration, research and learning spaces, as well as a public-facing component with a cafe and exhibit space.

### National Institute of Health, Library of

#### Medicine BETHESDA, MARYLAND

Jensen Hughes provided fire and life safety code consulting services in support of bridging documents for renovations and alterations of the B1 through B3 levels of Building 38 on the NIH campus. A key focus involved fire protection upgrades for the History of Medicine collections areas.

### Dumbarton Oaks Library WASHINGTON, DC

Jensen Hughes provided fire safety code consulting services for the design and construction of this new 43,000 SF research library, which includes collections storage.

### Penn State University, Dickinson School of Law, Lewis Katz Building

UNIVERSITY PARK, PENNSYLVANIA

Jensen Hughes provided fire safety code consulting services for this 114,000 SF law school facility housing the H. Laddie Montague Jr. Law Library. The library has a volume capacity of 100,000, seating for 294 students, a reading room, group study rooms, and a digital commons.

### National Cryptologic Museum

FORT MEADE, MARYLAND

Jensen Hughes provided fire protection design and code consulting services for a new museum at Fort Meade. The two-story, 58,000 SF facility will house a museum, café, offices, gift shop, and meeting spaces. Services included updating the Fire Safety Code Analysis to reflect the project condition, developing fire sprinkler and fire alarm systems design and specifications, and providing bid support and construction administration.

## 2.2.3 Resumes for Consultants



ZGF :: REED  
COLLEGE,  
TRILLIUM

Simplicity of form, clean and contemporary lines, and elegant details with timeless materials define this academic residential facility. A series of multipurpose, study, and community spaces are filled with natural light, providing occupants with a heightened connection to nature.

## Consultant Team

JSA and ZGF are experienced managing multidisciplinary teams, and we have proposed a consultant team comprised of nationally recognized firms that bring expertise in the range of disciplines required for this project. **These firms were selected based on their past performance with Johns Hopkins, JSA, and ZGF and their experience with similar projects.** Our collaborative design process will draw on the collective expertise of our consultant team to provide JHU with the insight and inventive solutions necessary to meet your goals and aspirations for the MSE Library Renovation.

Our management approach is based on a concerted effort to look forward and “around corners.” To ensure design quality, we understand the need to have all members of the team (client, architect, consultants and contractor) moving simultaneously toward the same goal, with formal milestones set along the way where we can evaluate all aspects of the total program, including design, cost, and schedule. **We recognize the importance of communication and of our role in stimulating and extracting feedback, and in sharing information between all team members.**

# Brightspot

## Library Subject Matter Expert

Brightspot is a consulting firm focused on transforming the higher education experience with smart strategy that connects people, programs, and places—on campus and online. The firm has worked with more than 70 colleges and universities on more than 120 projects to design practical, innovative strategies to help them increase student success, improve research support, and enable staff productivity while making space and operations more efficient.

Specific to the MSEL, Brightspot brings expertise in library programming and planning. The firm has helped universities including Cornell University, NC State, and Georgia Tech navigate the rapidly changing role and purpose of libraries, developing adaptive and innovative strategies that respond to a changing technology landscape.

Brightspot uses an innovative process to engage institutions in planning for tomorrow, while developing actionable strategies for today. The firm excels at facilitating workshops with students, faculty, and staff to forecast needs and build consensus around a

vision for the future experience. Workshops are complemented by observational studies, online surveys, and a thorough knowledge of trends and benchmarks to see the complete picture. Brightspot helps define each library's mission and vision and then designs future experiences for users and staff. The firm works with clients and architects to develop space programs and space plans as well as service and staffing models, new organizational designs, and learning and development programs. With each project, Brightspot strives to better connect people to the institution, the spaces they inhabit, the information they need, and to each other.

### KEY TEAM MEMBERS

**Elliot Felix\***

Library Expert

**Abigail Smith**

Library Expert

*\*Resume included*

### SELECT FIRM EXPERIENCE

**Barnard College, Milstein Center for Teaching and Learning Visioning and Programming** NEW YORK, NEW YORK

**Cornell University, Olin and Uris Libraries Master Plan** ITHACA, NEW YORK

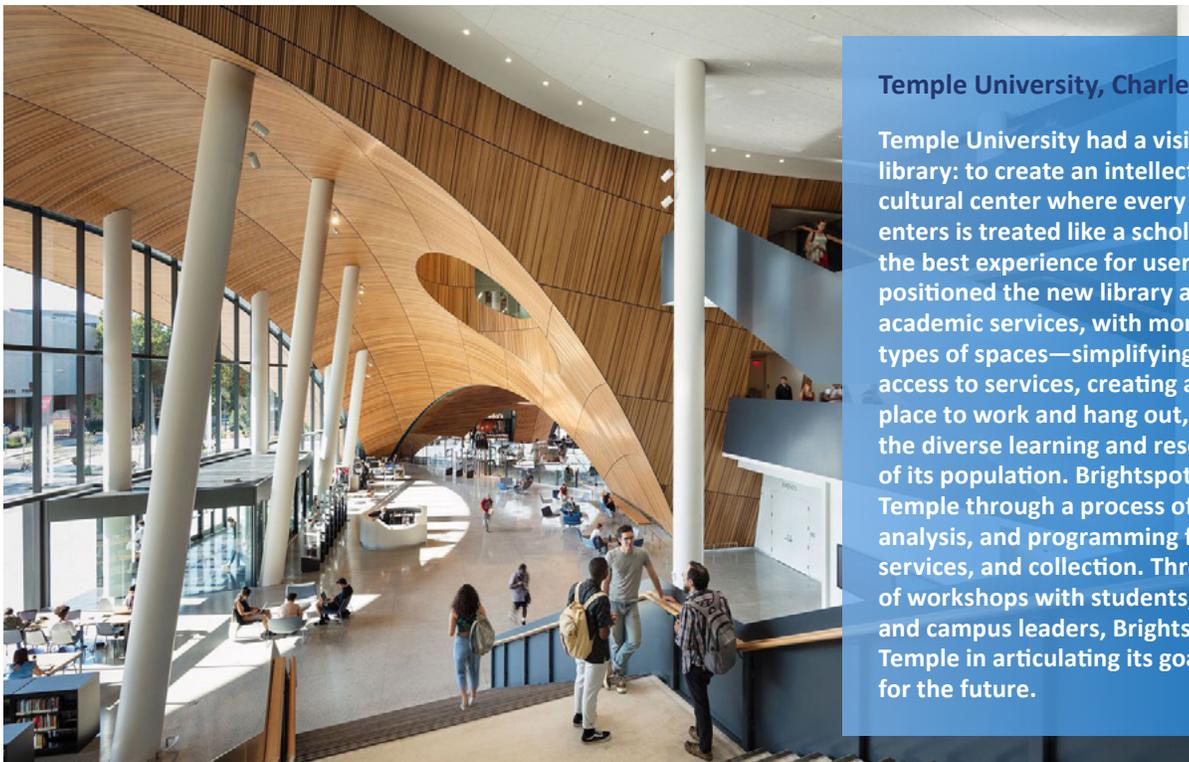
**Georgia Institute of Technology, User Research, Visioning, and Service Strategy** ATLANTA, GEORGIA

**Johns Hopkins University, Confidential Master Planning Project** BALTIMORE, MARYLAND

**North Carolina State University, Hunt Library Space and Service Strategy** RALEIGH, NORTH CAROLINA

**Temple University, Charles Library Visioning, Planning, and Service Design** PHILADELPHIA, PENNSYLVANIA

**University of Rochester, iZone Visioning, Programming, and Planning** ROCHESTER, NEW YORK



### Temple University, Charles Library

Temple University had a vision for its new library: to create an intellectual, social, and cultural center where every person who enters is treated like a scholar. To create the best experience for users, Temple positioned the new library as a hub for academic services, with more and new types of spaces—simplifying and improving access to services, creating a convenient place to work and hang out, and supporting the diverse learning and research needs of its population. Brightspot helped guide Temple through a process of visioning, analysis, and programming for its spaces, services, and collection. Through a series of workshops with students, faculty, staff, and campus leaders, Brightspot supported Temple in articulating its goals and vision for the future.

# Buro Happold

## MEP / FP Engineer

Buro Happold is a global engineering firm with more than 1,800 staff and a global network of 23 offices. Buro Happold's core offering of MEP engineering, complemented by its suite of specialist services and strategic urban realm expertise, enables it to push boundaries with each project. For more than 30 years, Buro Happold has worked with prestigious colleges and universities across building types—from student centers, academic buildings, libraries, and performing arts centers to dorms and dining halls. Buro Happold is currently working with 18 of the top 20 universities, according to *US World News and Report*, including Harvard, Duke, Dartmouth, Caltech, Columbia, and Princeton. With academic renovation projects, Buro Happold's goal is to transform space within and around buildings, enhancing the existing fabric while focusing on adding value. The firm is also experienced designing complex renovations of occupied buildings.

### KEY TEAM MEMBERS

**Jeremy Snyder\*** PE, LEED AP  
Mechanical Engineer

**Joseph Gaus\*** PE, LEED AP BD+C  
Electrical Engineer

**Mike Weleski\***  
Plumbing Engineer

*\*Resumes included*

### SELECT FIRM EXPERIENCE

**Yale University, School of Management**  
NEW HAVEN, CONNECTICUT

**Northwestern University, Norris Student Center**  
EVANSTON, ILLINOIS

**Massachusetts Institute of Technology, Music Building** CAMBRIDGE, MASSACHUSETTS

**Carnegie Mellon University, Scaife Hall**  
PITTSBURGH, PENNSYLVANIA

**Yale University, Pauli Murray College and Benjamin Franklin College** NEW HAVEN, CONNECTICUT

# Lighting Workshop

## Lighting Designer

Founded by Doug Russell in 2006, Lighting Workshop is a full-service architectural lighting design practice. By combining strong creative drive and technical expertise, the firm offers its clients and partners imaginative design solutions uniquely suited to their needs. Lighting Workshop practices from the conviction that good lighting design, and the dynamic visual environments that emerge from it, should be richly experiential in a fundamentally human way. The firm shapes lighting to connect built environments with the people who live, work, shop, and play in them. The firm also believes that successful lighting design satisfies clients in a broader context, and its designers work closely with all project team members to establish and meet budgets, as well as sustainability, maintenance, and constructability guidelines. Lighting Workshop brings experience across typologies, including workplace, academic, cultural, hospitality, residential, and retail.

### KEY TEAM MEMBERS

**Doug Russell** LEED® AP  
Lighting Designer

Doug Russell is the founder of Lighting Workshop. With more than 20 years of experience in designing lighting solutions for academic, residential, hospitality, retail, and workplace environments, his design approach acknowledges lighting as a primary connection between built environments and the people who inhabit them. Doug practices from the deep conviction that thoughtful lighting design and dynamic visual environments are more experiential than quantifiable. He attended graduate school at Parsons School of Design in New York City and has served as faculty at the Pratt Institute in Brooklyn, New York.

### SELECT FIRM EXPERIENCE

**Tate Library at Ethical Culture Fieldston School / Architecture Research Office** BRONX, NEW YORK

**Brown University, Applied Math Building**  
PROVIDENCE, RHODE ISLAND

**Kent State University, College of Architecture & Environmental Design** KENT, OHIO

**The McCann Erickson Headquarters** NEW YORK, NEW YORK

**Panasonic North America, Interior Fit-Out** NEW YORK, NEW YORK

**HBO Offices** NEW YORK, NEW YORK

**Avon, Headquarters** NEW YORK, NEW YORK

**Van Alen Institute** NEW YORK, NEW YORK

**One Hotel** WASHINGTON, DC

**W Hotel** SEATTLE, WASHINGTON

# Vantage

## Audio-Visual, IT & Security

Vantage Technology Consulting Group (Vantage) provides audio-visual design, technology, and security consulting that links strategy, systems, and infrastructure. The firm delivers creative thinking and innovative technology solutions backed by established processes and robust engineering skills. Solving the challenges of Vantage's clients requires thinking about more than the best way to engineer audiovisual, IT, or building technologies. The firm succeeds by understanding how its clients' lives are improved through technologies that help them communicate and collaborate. Vantage's diverse team challenges artificial boundaries and silos between technologies to take a big picture view of each project, addressing the current and future challenges of their clients.

### KEY TEAM MEMBERS

#### Parke Rhoads

Audio-Visual, IT & Security Consultant

Parke Rhoads has excelled in the planning and design of high-technology environments since 1998. He has parlayed a love of creative design and technical engineering into visionary, award-winning learning environments. Parke believes in the collaborative process and enjoys applying his skills as a communicator, analyst, and technology designer to enhance the project experience. In addition to consulting on academic and research environments, Parke is a physics and engineering professor and holds patents in the field of electro-acoustics. He often speaks at local and national forums as a systems thinker and as an advocate for usable technology, sensitive to the ecologies of any project.

### SELECT FIRM EXPERIENCE

#### Johns Hopkins University, Brody Learning Commons

BALTIMORE, MARYLAND

#### Duke University, Perkins Library

DURHAM, NORTH CAROLINA

#### Springfield College, Harold C. Smith Learning Commons

SPRINGFIELD, MASSACHUSETTS

#### Dartmouth College, Jones Media Center and Library

HANOVER, NEW HAMPSHIRE

#### Princeton University, Lewis Science Library

PRINCETON, NEW JERSEY

#### Roger Williams University, Main Library Renovation

BRISTOL, RHODE ISLAND

#### Haverford College, Magill Library

HAVERFORD, PENNSYLVANIA

#### United Nations, Hammarskjold Library

NEW YORK, NEW YORK

#### State of Delaware, Division of Libraries Master Plan

DOVER, DELAWARE

# Cerami

## Acoustics

Cerami, the largest Woman-Owned Business Enterprise (WBE) acoustics and technology firm in the US, is comprised of over 100 employees. Cerami is a premier national acoustical and technology consulting firm dedicated to providing technically excellent, responsive client service through a work ethic that expresses value, creativity and innovation. They pride themselves on being both practical and visionary. They work closely with a project's entire design team to find solutions that meet both the designer and the end-user's project goals. Their collective expertise and commitment are all focused on helping their clients make the best decisions for their projects. Their clients number among world-class developers, top architects and engineers, and Fortune 100 companies. Through their work with these clients, they have earned a reputation for excellence.

### KEY TEAM MEMBERS

#### Alexis Kurtz

INCE BD. CERT

Acoustics Consultant

Alexis Kurtz has over 20 years of experience in the field of architectural acoustics, vibration control, and sustainable design. She is known as a specialist in the acoustic design of educational facilities. Her reputation for managing multi-disciplinary teams, supervising projects from visioning through to opening is well documented. Alexis is an INCE Board Certified Acoustician, having earned the recognition of the highest professional capability in the practice of Noise Control Engineering. She is one of those engineers who Cerami is proud to say never stops learning, as can be seen by her myriad of accreditations and various expert panels on which she serves.

### SELECT FIRM EXPERIENCE

#### Johns Hopkins University, SNF Agora Institute

BALTIMORE, MARYLAND

#### University of Virginia, Athletics Complex

CHARLOTTESVILLE, VIRGINIA

#### American University, Katzen Arts Center, Recital Hall

WASHINGTON, DC

#### University of New Brunswick, Health and Social Innovation Center, Fredericton

NEW BRUNSWICK, CANADA

#### Virginia Tech, Moss Center for the Performing Arts

BLACKSBURG, VIRGINIA\*

#### University of Maryland, Edward St. John Learning and Teaching Center

COLLEGE PARK, MARYLAND\*

#### Virginia Tech, Moss Center for the Performing Arts

BLACKSBURG, VIRGINIA\*

# 2x4

## Wayfinding / Graphics

Founded in 1994, 2x4 is a global design consultancy headquartered in New York City. The focus of their work is brand strategy for cultural and commercial clients who value the power of design. They identify and clarify core institutional values and create innovative, experiential, participatory and visually-dynamic ways to engage key audiences worldwide. Their intellectual and creative conviction is that thoughtful design can make an essential contribution to every level of cultural discourse. Their studio is organized by five primary disciplines: Strategy, Branding, Architecture, Environments, and Interactive. Each project is led by a partner with day-to-day support of one or several design teams depending on the particular requirements. Their projects are often interdisciplinary, and collaboration across teams is an innate aspect of our design process.

### KEY TEAM MEMBERS

#### Michael Rock

Environmental Graphic Designer

Michael Rock is a Founding Partner and Executive Creative Director of 2x4, Senior Critic at the Yale School of Art and Professor at the Columbia University Graduate School of Architecture. At 2x4, he leads a wide range of projects, both cultural and commercial, for Apple, Prada, Miu Miu, Kanye West, Nike, Target, and Hyundai. Michael's writing on design has appeared in publications worldwide. His critically acclaimed collection of essays and projects, "Multiple Signatures," was published by Rizzoli International in the Spring of 2013. Michael holds an A.B. in Humanities from Union College and an M.F.A. from the Rhode Island School of Design. He is a recipient of the Rome Prize in Design from the American Academy in Rome.

### SELECT FIRM EXPERIENCE

**Illinois Institute of Technology, McCormick Tribune Campus Center** CHICAGO, ILLINOIS

**New York Public Library, 53rd Street** NEW YORK, NEW YORK

**Fulbright University Vietnam** HO CHI MINH CITY, VIETNAM

**CCTV, Headquarters** BEIJING, CHINA

**The Clark Art Institute** WILLIAMSTOWN, MASSACHUSETTS

**The Lincoln Center for the Performing Arts** NEW YORK, NEW YORK

**Brooklyn Museum** BROOKLYN, NEW YORK

# Jensen Hughes

## Code / Life Safety Consultant

Jensen Hughes is a global team of engineers, scientists, and consultants dedicated to carrying on a rich legacy of advancing the science of safety through technical excellence. Since it was founded over 80 years, the firm has grown to operate in 100 countries, and it has expanded its core strengths in code consulting, fire protection engineering and risk analysis to also encompass expertise in forensics, emergency management and security. Jensen Hughes brings experience with the renovation and modernization of historic structures, balancing the objectives of today's current codes while maintaining the historic features of countless projects. It has also provided fire protection, life safety, and building code consulting services for countless higher education library renovation projects, including for JHU.

### KEY TEAM MEMBERS

#### Ajay Prasad\* PE

Code / Life Safety Consultant

*\*Resume included*

### SELECT FIRM EXPERIENCE

**Johns Hopkins University, Milton S. Eisenhower Library Pre-Design** BALTIMORE, MARYLAND

**Johns Hopkins University, George Peabody Library Code Evaluation** BALTIMORE, MARYLAND

**Johns Hopkins University, Maryland 110 + Remsen B01 Renovation** BALTIMORE, MARYLAND

**Johns Hopkins University, Applied Physics Laboratory Building 31** LAUREL, MARYLAND

**Johns Hopkins University, Applied Physics Laboratory Building 32** LAUREL, MARYLAND

**Johns Hopkins University, Applied Physics Laboratory Building 201** LAUREL, MARYLAND

**Johns Hopkins University, Washington Data Center** BALTIMORE, MARYLAND

**Johns Hopkins University, Brody Learning Commons** BALTIMORE, MARYLAND

**Johns Hopkins University, Stravos Niarchos Foundation and Agora Institute** BALTIMORE, MARYLAND

**Johns Hopkins University, Asthma and Allergy Center, Bayview Campus** BALTIMORE, MARYLAND

**Johns Hopkins University, Bloomberg School of Public Health, BSL-3 Suite Feasibility Study** BALTIMORE, MARYLAND

## 2.2.4 Contract Verification with Selected Consultants

The JSA | ZGF team agrees to contract with the following consultants as listed in the RFP. ZGF and MVVA bring past experience working together, most recently we are collaborating on a renovation at Pennsylvania State University's Physics Building and Osmond. The project will support the department's goal of attracting top talent, supporting technically precise physics experimentation, and enabling modern pedagogical approaches to STEM education. ZGF has also extensive experience working with AEI on multiple projects across the country on different types of projects. Our team looks forward to the collaboration with these firms.

- » Civil Engineering - WRA (Whitman, Requardt & Associates, LLP)
- » Landscape Architecture - MVVA (Michael Van Valkenburgh Associates, Inc.)
- » Affiliated Engineers Inc



### ZGF :: STANFORD UNIVERSITY, BIOMEDICAL INNOVATIONS BUILDING (BMI) FOR STANFORD MEDICINE

The new 216,600 SF, Biomedical Innovations (BMI) building provides a place for researchers to work together in a synergistic mix of disciplines performing research on leading-edge translational studies.

### 2.2.5 Coordination with MGAC for Cost Estimation

The JSA | ZGF team agrees to contract with MGAC for cost estimating. ZGF and MGAC bring past experience working together to successfully deliver projects on budget for diverse academic, federal, and healthcare projects. Our strong record in cost control and ability to extract the most value for the client from a project budget is the result of a fully integrated cost estimating and design process, rather than a separate process that occurs at the completion of each design phase. This ensures that we are constantly working with you, the design team, our cost estimator, and the Construction Manager to understand the cost implications of design directions.

### 2.2.6 Coordination with JHU's Master Plan Consultants

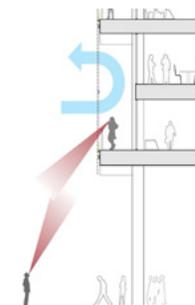
The JSA | ZGF team will coordinate with JHU's master plan consultant, Skidmore, Owings & Merrill (SOM). ZGF brings recent experience working with SOM at Princeton. SOM is leading the master planning for the Lake Campus and East Campus, where ZGF is leading the architectural design for multiple projects: the East Campus Energy Plant, East Campus Garage, Lake Campus Garage, and Lake Campus Energy Plant. As the first implemented projects under the new master plan, ZGF is working collaboratively with SOM and the master planning team to make sure the projects embody the overall vision for the expanding area of campus.

JSA and ZGF will likewise work with Rockwell Group for peer review.



### JSA :: NYU BOBST LIBRARY

JSA worked closely with MEP engineers to solve life safety issues in the atrium of NYU's Bobst Library to respect the integrity of Philip Johnson's original design. The obvious solution, cladding the 5-story space in glass would have required an expensive overhaul of the HVAC system. Instead, JSA introduced an economical laser cut aluminum screen whose perforated pattern blends with the original gold railings while being porous enough to insure air flow.



# 2.3

## Relevant Project Experience



JSA :: EQuad, Princeton University  
Princeton, New Jersey

## 2.3.1 Most Similar Projects to MSEL Modernization Project



UNIVERSITY OF OREGON

# John E. Jaqua Academic Center

ZGF

**A high-performance ground-up building that houses diverse learning and study spaces in an environment that creates community and celebrates culture.**

**Eugene, Oregon**

The John E. Jaqua Academic Center explores the limits of transparency and connectivity to provide UO's student-athletes a place to gather as a **community focused on study and learning.**

The 40,000 SF state-of-the-art learning center incorporates **diverse learning environments**, ranging from small spaces for individual tutoring to a large auditorium. The mix of uses facilitates learning through collaboration and peer interaction. **The building's first floor is open to the public**, with a café, an auditorium, an atrium for public events, and heritage space that recognizes past, present, and future student-athletes at the University. **The two floors above are secure access and exclusively for student-athletes and staff use.** The facility includes a 114-seat auditorium, 35 tutor rooms, 25 faculty / advising offices, a conference room, a flexible classroom, learning labs, a library, separate lounges for students, and quiet study areas, as well as computer, graphics, and 3D teaching laboratories.

**Authenticity to the UO student experience was a key design driver**, as was the celebration of the success of student-athletes in the pursuit of knowledge and athletic achievement. An atrium forms the "heart" of the building. The atrium walls are infused with graphic displays that relay the University's athletic heritage. A scoreboard-inspired wall lists upcoming tutoring appointments. Through the seamless integration of art, environmental graphics and architecture, the facility serves as a pantheon of student athletic achievements. **The building itself serves as a symbolic bridge**, recognizing teachers in the classroom and on the field. Custom displays include the names of academic scholars featured in the auditorium, the head coaches, whose names and years of service are milled into the surface of the air intake grate on the south entrance of the building, and distinguished faculty recognized on a water-jet cut aluminum screen on the auditorium's south wall. In this way, **the facility becomes the "connective tissue" for the student-athlete.**

**RELEVANCY TO MSEL MODERNIZATION**

**Scale ::** As a 40,000 SF learning center completed over a three year project period, the Jaqua Academic Center demonstrates our ability to deliver a complex academic center facility similar to the scale of the MSEL Modernization Project.

**Variety of Study Spaces ::** Designed as a place of gathering and focused learning for student-athletes, the Jaqua Academic Center’s three floors reflect diverse learning environments for individual and collaborative learning that the MSEL Modernization Project will require, including: an auditorium, tutor rooms, faculty offices, classrooms, computer labs, teaching labs, a library, student lounges, quiet study areas.

**Campus Gateway ::** Like the MSEL Modernization Project, the Jaqua Academic Center is adjacent to existing amenities and fronts as a campus gateway. The site’s visual prominence led to a building with four public façades and no “back door,” which has reinforced its importance as an iconic element within the landscape.

**Sustainable Facade ::** Similar to the MSEL Modernization Project, sustainability was an integral focus of the project. The center’s “double wall” facade addresses acoustic isolation, thermal insulation, and control of daylight within the building.



**TOTAL PROJECT COST**

Confidential

**DELIVERY METHOD**

Design-Build

**SCHEDULE**

**Original Schedule**

December 2007 - January 2010

**Actual Schedule**

September 2007 - January 2010

**COST**

**Original Budget**

Confidential

**Final Construction Cost**

Confidential

**CHANGE ORDERS**

Confidential

**PERCENTAGE OF CONSTRUCTION COST ATTRIBUTABLE TO A/E DESIGN TEAM ERRORS AND OMISSIONS**

Confidential

**TOTAL FEE ASSIGNED TO ARCHITECT**

Confidential

**OWNER**

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Project Superintendent

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### 2.3.1 Most Similar Projects to MSEL Modernization Project



PRINCETON UNIVERSITY

## JULIAN STREET LIBRARY

JSA

An award winning renovation transforming an inaccessible mid-century library into a flexible 24/7 study hub.

Princeton, New Jersey

The Julian Street Library, a renovated library in a 1960s modernist building at Princeton University, **transforms a 3,100 SF reading room into a state-of-the-art multimedia learning environment.** Situated between a residential college and the main campus center, **the library acts as a hub** for undergraduate students on their way to the central campus. Recognizing that with the advent of digital technologies, libraries are multipurpose spaces that sponsor study and social interaction, **JSA's design reconceives the refurbished library as a wired environment where students can work, lounge, and socialize day and night.**

**A dynamic ramp** ushers students into the main library, which is divided into **two activity zones differentiated by color and materials.** Maple acoustical panelling clads the floor, walls, and ceiling of the quiet study area where students work at communal tables and built-in computer stations. The library furniture can be **reconfigured** to accommodate special occasions such as lectures, book discussions, and student events.



## RELEVANCY TO MSEL MODERNIZATION

**Interiors / Media Micro-Climate Approach ::** To meet the needs of the 21st century library, Julian Street was organized around digital media that sponsors individual and collaborative learning by subdividing the open space by color and materials into activity zones—an upholstered blue lounge for absorbing information and an acoustic wood-clad area for processing information.

**Mid-Century Renovation ::** JSA introduced a contemporary design vocabulary that is compatible with the original 1960's building and that incorporates architectural elements preserved from a previous renovation by Michael Graves.

**Creative Accessibility ::** Located on a sloping site, Julian Street Library posed a similar issue to MSEL: a steep level change between the lobby and library. JSA's solution goes beyond ADA, transforming code compliance into an opportunity to create a vibrant social hub and entry sequence that offers everyone two shared ways of ascending to the second level, either via a drama ramp or a terraced lounge.

**Relocating Book Storage ::** Though on a much smaller scale than MSEL, Julian Street Library faced the challenge of adapting a single-purpose library with a dedicated collection into a vibrant space for individual and collaborative learning. JSA worked to meet the needs of university stakeholders, relocating the majority of the book stacks to an off-site location, and relocating a curated, smaller collection to line the periphery of the space.

**Phased Construction ::** JSA's renovation of the Julian Street Library at Princeton was phased over two summers during which a portion of the building remained open to users. The first phase was the main construction period, and the second phase included the installation of a soundproof recording studio

**Multi-Purpose Flexible Space ::** Mobile furniture and sliding panels allow the space to be easily reconfigured so that it may accommodate various events – from studying to dining and partying.



### CONSTRUCTION COST

\$980,000

### DELIVERY METHOD

CM at Risk

### SCHEDULE

#### Original Schedule

May 2010 - December 2011

#### Actual Schedule

May 2010 - December 2011

### COST

#### Original Budget

\$750,000

#### Final Construction Cost

\$980,000

### CHANGE ORDERS

Confidential

### CONSTRUCTION COST ATTRIBUTABLE TO A/E DESIGN TEAM ERRORS AND OMISSIONS

Confidential

### OWNER

#### Ron McCoy

University Architect

Princeton University

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### CONSTRUCTION MANAGER

#### David Howell

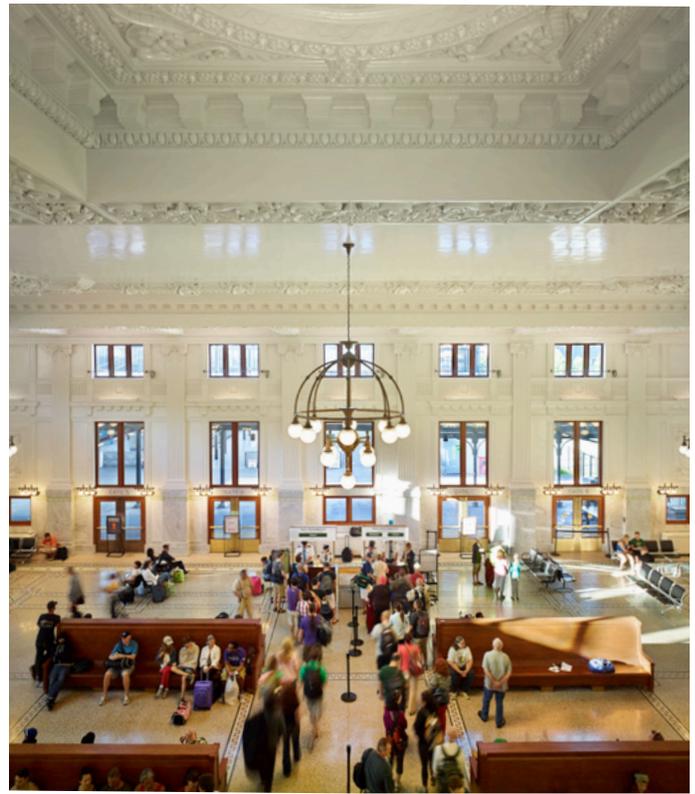
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## 2.3.1 Most Similar Projects to MSEL Modernization Project



CITY OF SEATTLE

# King Street Station Renovation

ZGF

**A modernized historic structures that achieves high-performance results while improving site infrastructure and accessibility.**

Seattle, Washington

Originally designed by Reed and Stem, the architectural firm responsible for New York's Grand Central Terminal, King Street Station fell into disrepair in the mid-20th century, following a downturn in train travel. A recent rehabilitation, led by ZGF, renews dignity and pride in the transit portal to Seattle. **The project enhances public spaces, improves pedestrian and multi-modal connections in and around the station, and has served as a catalyst for additional redevelopment within the neighborhood.** The station's rehabilitation has strengthened its role as a civic landmark at the nexus of several historic neighborhoods in Seattle.

The 60,000 SF renovation—executed over the course of five years and **two major design phases, throughout which the station remained operational**—included the rehabilitation of the station's iconic 12-story clock tower, original 45-foot-high ornamental plaster ceilings and walls, terrazzo and mosaic tile floors, and operable windows. The team also replicated and replaced the building's original white marble wainscoting, decorative sconces, and chandeliers, which had been removed during its 1950s modernization.

Previously vacant upper levels were upgraded to become rentable space. **The project also included significant accessibility, seismic, structural, mechanical, and electrical updates to improve the building's safety, durability, and performance.**

A plaza in front of the station, formerly utilized as a parking lot, was transformed into a **new public amenity**, serving to **re-establish community connections**. It includes replicas of the original globe lamp fixtures, complete with cast iron bases and frosted glass globes paired with modern efficient LED lighting. With the new plaza design, the team saw an opportunity to dig 68 geothermal wells, providing a ground-source heat pump system that meets 100% of the building's heating and cooling requirements. **By combining the new mechanical system with high-efficiency unit ventilators, LED lighting, and tight insulation, the station is now 68% more efficient than the original structure.** Photovoltaics on a restored trackside canopy, rainwater harvesting, and low-flow fixtures also helped the project earn **LEED Platinum®**.

**RELEVANCY TO MSEL MODERNIZATION**

**Phased Renovation ::** The 60,000 SF King Street Station demonstrates our team’s ability to deliver a complex two-phase renovation using a CM-at-Risk delivery method on time and within budget.

**Marrying Old and New ::** Restoring this historic 1906 train station for modern use required close attention to material selection, including matching the exterior brick envelope with white trim (which is similar to MSEL’s building façade). The project restored the character of the original 1906 waiting hall as the focal point of the building, and upgraded building systems to improve performance and efficiency.

**Indoor / Outdoor Relationship ::** Similar to MSEL’s relationship to the Beach and Keyser Quad, the project transformed a parking lot in front of King Street Station into a plaza serving to re-establish community connections.

**Accessibility / Negotiating Level Change ::** Similar to how MSEL serves as a gateway through which visitors pass from street-level to campus-level, King Street Station’s site design improved the arrival and departure experience for visitors. Improvements along the west side of the building include a larger sidewalk as well as a canopy, and a previously boarded-up exterior stairway was reestablished to connect the street level and the lower level of the station for pedestrians.



**TOTAL PROJECT COST**

\$55,000,000

**DELIVERY METHOD**

CM-at-Risk

**SCHEDULE**

**Original Schedule**

October 2008 - April 2013

**Actual Schedule**

October 2008 - April 2013

**COST**

**Original Budget**

\$35,000,000

**Final Construction Cost**

\$39,000,000

**CHANGE ORDERS**

604 (owner requested changes)

**PERCENTAGE OF CONSTRUCTION COST ATTRIBUTABLE TO A/E DESIGN TEAM ERRORS AND OMISSIONS**

.075%

**TOTAL FEE ASSIGNED TO ARCHITECT**

\$1,960,978

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# 2.4

## Library Programming + Benchmarking



ZGF :: Norm Asbjornson Hall, Montana State University  
Bozeman, Montana

# Our Approach

During the first four weeks of the project, our team will conduct program finalization and verification, an intensive process that involves working with you to carry out three parallel tasks, Comparative Program Analysis, Stakeholder, and End-User Engagement, and Benchmarking.

### 1 :: Comparative Program Analysis

As we learned from the virtual site tour, Brody Learning Commons struggles to operate as a space for collaborative learning because it has become a defacto student hub, too noisy and distracting for those who want quiet concentration. The completion of the new student center promises to rectify this problem. Rather than consider MSEL in isolation, **we will conduct a comparative programmatic analysis of MSEL's program in relationship to the spaces already provided by Brody and the Student Center.** Our goal is to avoid redundancies and conflicts so that the newly refurbished library will house a range of spaces that complements its neighbors with the goal of fulfilling the University's vision to reclaim MSEL as a facility dedicated to focused individual and collaborative learning.

### 2 :: User Engagement

A critical component of the program verification process is end-user engagement. Drawing from our experience conducting programming and inclusive design workshops at other universities, JSA/ MIXdesign, ZGF, and Brightspot will coordinate our efforts to conduct in-intake sessions—interviews, meetings, and workshops—geared to obtain an in-depth understanding of MSEL's diverse end-user needs by drawing from their lived experience. Working in conjunction with a designated member of JHU facilities staff to arrange logistics, we propose curating two kinds of intake sessions: **Brightspot will spearhead interviews and meetings with library staff who support the library and JSA/MIX will focus on end-users who use the library.**



### FLEXIBLE MEETING FORMATS

End-user and Stakeholder workshops conducted by JSA/ MIXdesign both in-person and online.



## 2.1 Stakeholder Intake Sessions

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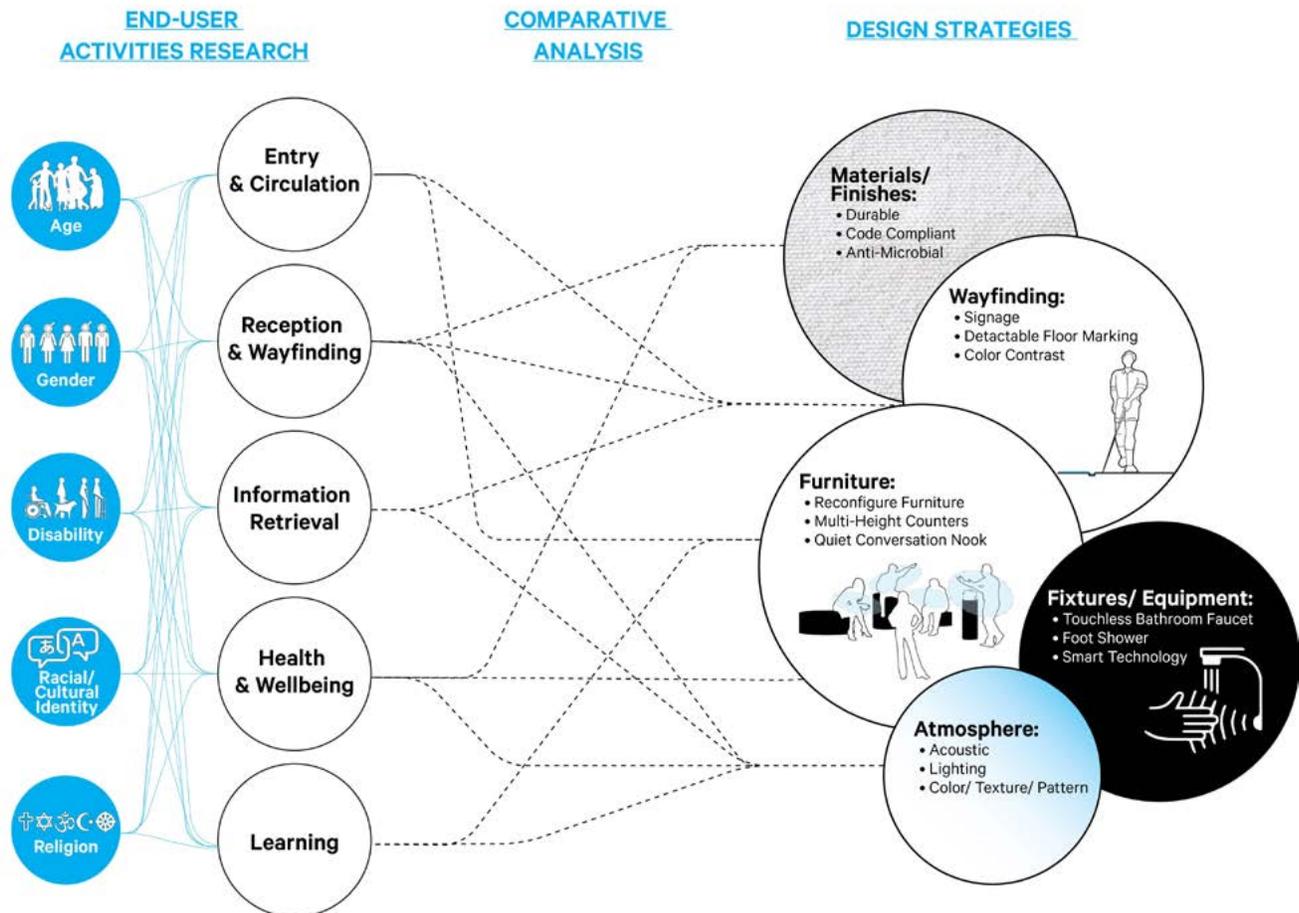
Developing a list of stakeholder sessions requires your input and approval. However, to give you a sense of our approach, Brightspot studied JHU's organizational chart and generated a preliminary list of intake sessions that involve library administrators, staff, and technicians.

- » **10 Departmental Interviews** such as Access Services, Technical Services, Academic Liaisons, Conservation and Preservation, Digital Collections, Assessment and UX, Data Services, Admin Services
- » **2 Meetings, each with the Library's Faculty Advisory Council and Student Advisory Council**, one set at the beginning to get input and the other at the end of phase to get feedback.
- » **5 Leadership Interviews** such as with the Library Dean, AULs, Provost or others
- » **5 Technical Interviews** to understand requirements in areas such as Food, IT, Facilities Management, Shipping/Receiving/Logistics or others
- » **2 Staff Workshops** each, potentially one with Front Of House library staff (e.g., access services) and Back Of House library staff (e.g., tech services), one set at the beginning to get input and the other at the end of phase to get feedback.



### UC SANTA CRUZ'S INSTITUTE OF THE ARTS AND SCIENCES

Brightspot worked closely with a faculty, student, and staff committee to co-create the mission and vision for the Institute, the personas, the future journey maps, the space program, and the space adjacencies.



## 2.2 Inclusive Design

While **Brightspot** is leading stakeholder sessions, **JSA/MIXdesign** will organize a series of workshops geared to understanding the needs and aspiration of visitors including undergrad and graduate students, scholars, and community members who use the library. **We propose expanding standard intake protocols to gather feedback that will optimize the experiences of marginalized users whose needs are traditionally overlooked during the design process.**

### PRINCIPLE

Our Inclusive Design process is informed by an **intersectional design approach** based on the principle that human experience and embodied identities are constituted by a variety of interconnected factors including race, age, gender, culture, religion, and ability. We have found that looking at the library through the lens of lens of “non-normative” communities including people with mobility challenges (people who use wheelchairs, walkers, strollers) sensory challenges (blind-

and low vision, deaf, and hard of hearing) and neurodiversity challenges (individuals on the autism spectrum who can be overstimulated by noise and glare) has two advantages.

**Not only will it allow us to create a space responsive to their needs, but it will spawn design recommendations that will improve the experience of everyone.**

### PROCESS

We recognize that there are ways of being different that don’t allow for one-size-fits-all solutions: some people and communities have unique needs that require unique solutions. We propose adapting the **Inclusive Design Methodology** that we have successfully employed at other universities including Gallaudet and Princeton, to generate a program and corresponding design approach that promotes sharing among individuals, families, friends, cohorts, and caregivers, while also providing options for people with unique functional or privacy needs.

First, we will work with you to recruit a list of participants (students, faculty and administrators) who represent the demographic diversity of the JHU

community. They will be invited to attend a series of **Participatory Design Workshops categorized by library activity**. Each assembles an intersectional sampling of end-users to collectively explore the overlapping needs and challenges they face conducting a sequence of library related activities including **Entry and Circulation; Reception/Wayfinding; Information Retrieval** (accessing materials both analog and digital), **Study and Health/Wellbeing** (eliminating, breastfeeding, caregiving and prayer).

Then we will analyze the workshop findings by conducting a **comparative analysis of overlapping end-user needs** that will inform the development of a final program that incorporates inclusive design principles and guidelines about accessibility, wayfinding, material and finish choices, lighting and the specification of furniture and fixtures.

## 2.3 Benchmarking

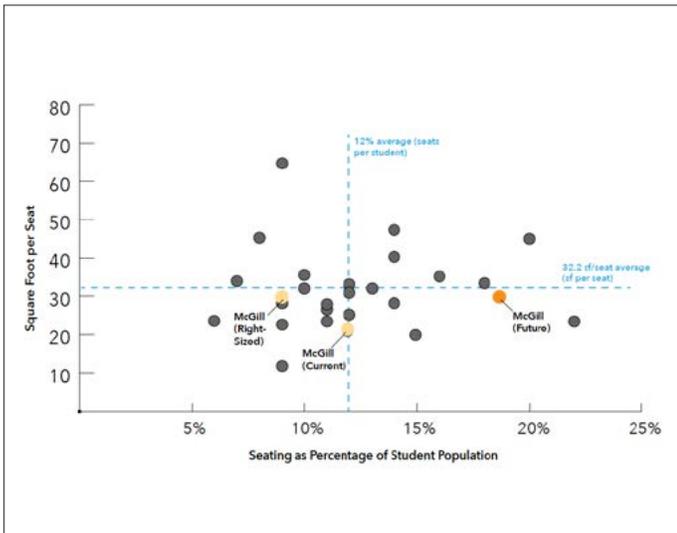
Depending on how it's done and how it's used, benchmarking can either have a positive or negative impact on creating an innovative and relevant library. **Benchmarking is good for providing context to learn from what's out there but not for prescribing solutions.** Using benchmarking in a prescriptive way runs the risk of employing strategies from another space/institution that do not fit yours and losing an **opportunity to differentiate** what you offer from peer institutions with whom you may be competing for students, faculty, and funding. If you're not careful, it's also a way to end up being average and the average of projects that were likely planned five years ago at that.

Our approach is to use **benchmarking as a quantitative tool** that, when evaluated in conjunction with the **qualitative criteria** provided by end-user engagement, can inform decision-making when adjusted to the particulars of your project. For example, Brightspot's LibSeat methodology (debuted at the ARL Assessment Conference in 2018) helps institutions forecast potential user seating needs by weighting peer library seating according to their utilization rather than relying on outdated standards or just doing what peer institutions are doing.

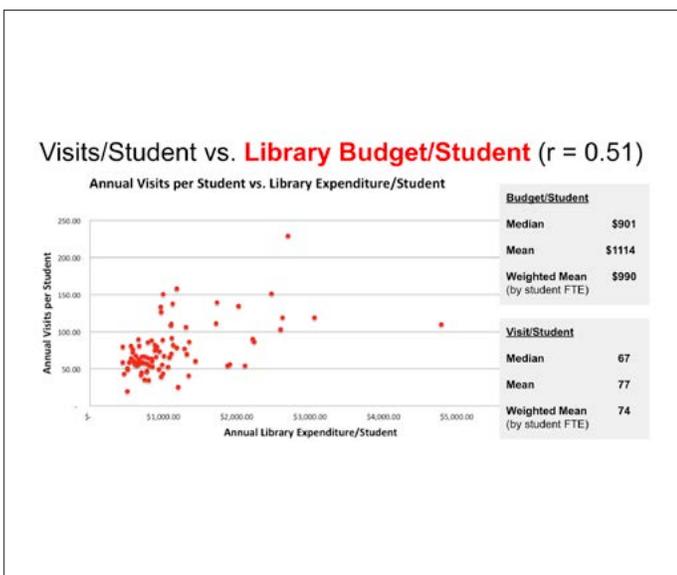
Beyond inspiring new thinking, benchmarking can also help make the case for a new direction. For instance, in developing a recent library master plan, Brightspot compared a library system to eight peers and found that while their budget per student was on par with the average, they had among the fewest visits per student, the lowest number of seats per student, the highest collections on site per student, and the fewest service transactions per student. This made a clear case for shifting resources and space from collections to seating and services.

**For this project, we propose an issue-based benchmarking approach that considers how best-in-class libraries are addressing high level comparable challenges that Eisenhower Library will likely need to address.** For this project, we will employ a targeted approach to gathering benchmarking information that draws from Brightspot's existing data base gathered from planning dozens of libraries as well as from publicly available reports from The Association for Research Libraries (ARL). The outcome will be information that, when analyzed in relation with feedback generated from in-take sessions, will allow us to make informed decisions in order to generate a final program making MSEL a world class 21st century academic library that reflects the values and goals of JHU.

During the course of the project, we can select these issues with you to finalize the benchmarking approach, but based on our conversations to-date and the work JHU has already completed, we recommend learning from examples on these five issues:

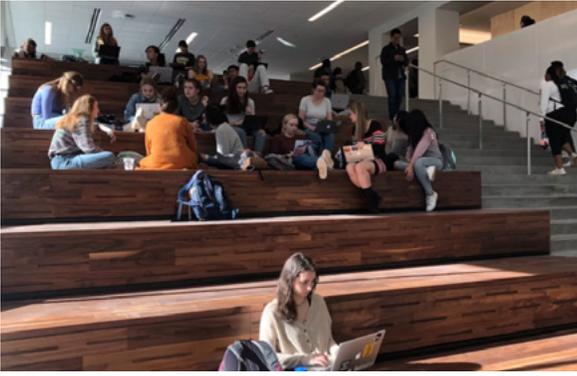


Design Principle	McGill (Future)	GA Tech	Temple	Toronto	Penn State	Ohio State
Address Essential Student Studying and Learning Needs	Diversity of Seating	●	●	●	●	●
	Library App	●	●	●	●	●
	Collaboration Rooms	●	●	●	●	●
	Destination Reading Room	●	●	●	●	●
	Quiet Commons	●	●	●	●	●
	Active Commons	●	●	●	●	●
	Warm and Bright Atmosphere	●	●	●	●	●
	Central Service Point Cluster	●	●	●	●	●
	Tech Genius Bar	●	●	●	●	●
	Print Station	●	●	●	●	●
Create Learning and Research Communities	Library Café	●	●	●	●	●
	Central & Shared Resources	●	●	●	●	●
	Welcoming Lobby Forum	●	●	●	●	●
	Research Hub	●	●	●	●	●
	Research Spotlight	●	●	●	●	●
	Peer Tutoring and Academic Help	●	●	●	●	●
	Grad Student Commons	●	●	●	●	●
	Data Studio	●	●	●	●	●
	Creative Hub	●	●	●	●	●
	Media & Audio Production Centre	●	●	●	●	●
Create a Collections Experience	Special Collections Centre & Archives	●	●	●	●	●
	Visual Arts Collection	●	●	●	●	●
	Digital Artifacts Collection	●	●	●	●	●
	Off-Site Collections	●	●	●	●	●
	On-Site Collections	●	●	●	●	●
Improve Health and Wellbeing	Social Lounge	●	●	●	●	●
	Biophilic Design	●	●	●	●	●
	Library Terrace Garden	●	●	●	●	●
	Covered Rooftop Solarium	●	●	●	●	●
	Counseling Zone	●	●	●	●	●
Reflection and Relaxation Zone	●	●	●	●	●	



### EXAMPLE OF BENCHMARKING DATA

Brightspot's existing data base gathered from planning dozens of libraries as well as from publicly available reports from The Association for Research Libraries (ARL).



## REBALANCING FROM COLLECTIONS TO USER SPACES

### Georgia Tech University, Price-Gilbert and Crossland Tower Library Renewal

The recent renovation at Georgia Tech shifts significant collections off-site to enable an increase in a variety of user spaces, including both quiet study that can increasingly only be found in a library as well as a variety of spaces that transform the library into a creative hub for student projects as they work with data, create physical prototypes, and build digital things like software, videos, and websites.



## INTEGRATING OTHER ACADEMIC SERVICES INTO LIBRARY SPACE

### Temple University, Charles Library

The new building is an exemplar for creating a seamless experience that supports the whole student by bringing together related services physically and digitally. For instance, a student can get advice on sources for a paper from the library, refine their thesis with the writing center, receive coaching on presentation from an advisor, and also meet with a peer tutor for additional help. This repositions the library as a student success hub with a variety of spaces in terms of function, scale, and atmosphere.



## REIMAGINING SPACES, SERVICES, AND STAFF TOGETHER WITH DESIGN THINKING

### University of Michigan, Hatcher-Shapiro

A space renewal project can also be a catalyst for library professionals and their partners to think and work differently. The University of Michigan used the development of a new service model to spark change in their structure and spaces, including a variety of incremental renovation projects like a staff innovation lab (“The Hatchery”), a new special collections center, and a variety of events and programs to activate previously underused, unwelcoming common spaces.



## POSITIONING THE LIBRARY AS A CAMPUS / COMMUNITY GATEWAY

### University of Limerick, Glucksman Library

As a hybrid renovation/expansion project, the Gluckman library is situated at the “front door” to campus and plays both a functional and symbolic role. It’s varied, open, and flexible spaces – made possible by densely storing the collection in an automated storage and retrieval system – support the campus and surrounding community while integrating student success partners and supporting new ways of teaching and learning.



## INDOOR/OUTDOOR CONNECTIVITY TO SUPPORT STUDY, HEALTH AND WELL-BEING

### University of Oregon, Price Science Library

Connecting indoor and outdoor spaces has become even more essential during Covid-19. The Price Science library is a hybrid renovation/expansion project that makes these connections in several important ways: clarifying entry and wayfinding, opening things up to let in daylight and views, providing new adjacent outdoor study and meeting spaces, and renewing existing outdoor spaces (in this case a brutalist quad) to create a symbiotic relationship with the library.

# 2.5

Best  
Value



JSA :: Yale University Art Gallery Renovation  
New Haven, CT

# Design Approach + Evaluation Process

The answer to this question is divided into two sections. **Part 1 :: Design Approach** describes our initial thinking for generating design options for addressing the three key challenges raised by the MSEL project: accessibility upgrades, improvements to the interior environment, introduction of more natural daylight into the building, and building performance upgrades. It also references examples of relevant projects that demonstrate JSA's and ZGF's experience tackling similar issues. **Part 2 :: Best Value** describes how we propose to work with you to evaluate these options in a way that meets your project budget.

## PART 1 :: DESIGN APPROACH + RELEVANT EXPERIENCE

# 1.1 Accessible Gateway

How to rethink the existing split level entry sequence and interior circulation so that MSEL can realize its potential as both an accessible destination — a state of the art academic library —and as a welcoming gateway that promotes connectivity?

### CHALLENGE

MSEL's prominent location allows it to function not only as a visible destination but as a symbolic and literal **gateway that links town and gown**: perched at the top of a hill, the building has the potential to be a transparent and porous beacon that promotes campus connectivity between the Town beyond North Charles Street, Homewood Campus and the New Student Center. However, at the IDEO workshop the Provost raised a contradiction: The building's topographic location is both an asset and a liability. **The site's steep slope and the split-level building interior entry stairs are inaccessible for people with mobility impairments.**

### APPROACH

Our team will transform a technical design challenge into a creative opportunity: moving forward we will come up with a **new accessible 'shared' entry sequence** that respects the architectural integrity of the original building but in a way that transforms it into a welcoming and inclusive destination that provides end-users of different ages and abilities including people using wheelchairs, walkers, and strollers access to the two primary levels of the existing library that link the Beach with Keyser Quad.

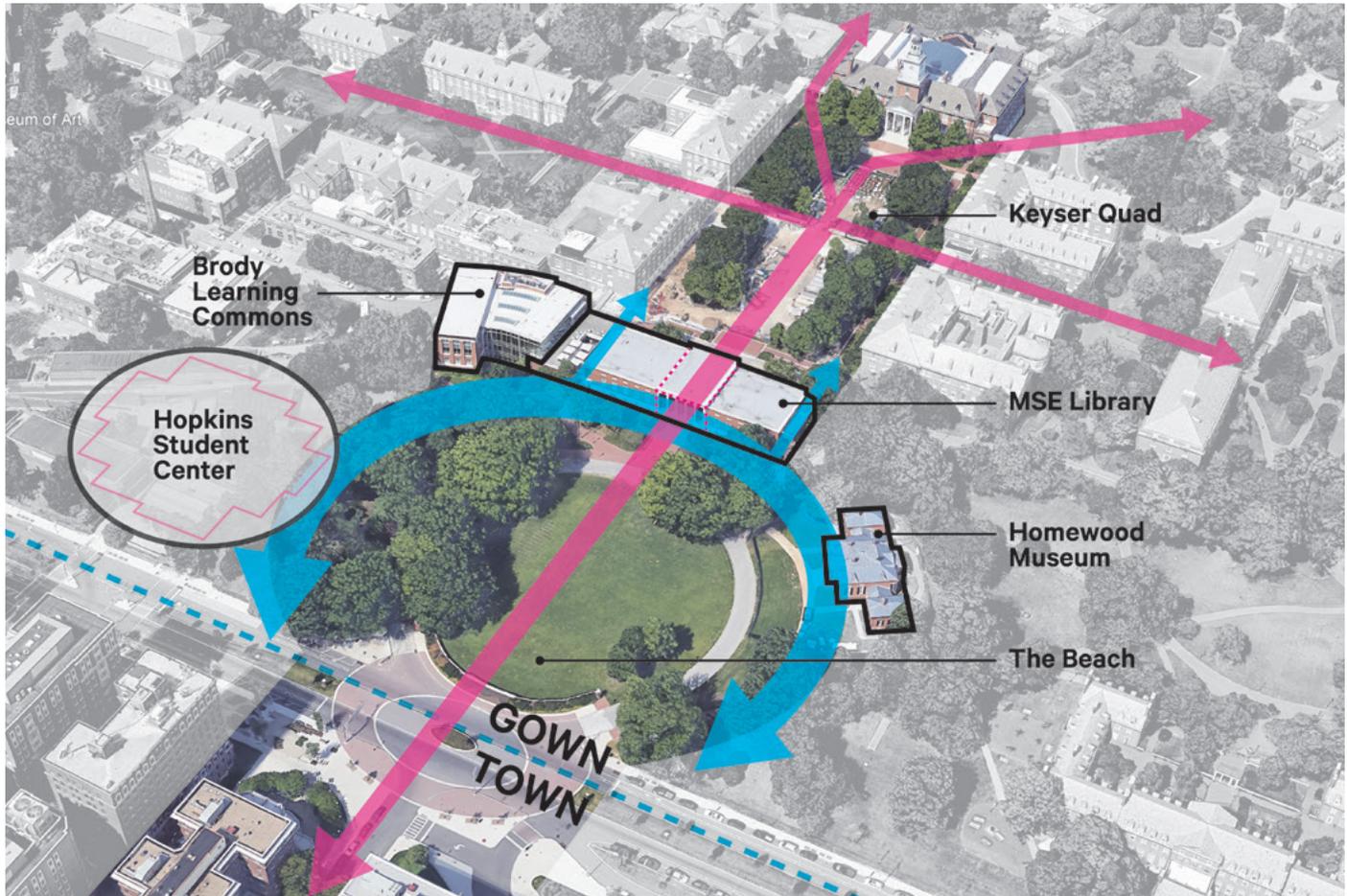
Our approach for creating equitable building access strives to go **beyond the ADA's "separate but equal approach"** which allows for independent architectural accommodations like ramps and building entries that can isolate and stigmatize people with disabilities. Instead, we advocate a more

equitable approach that allows individuals, friends, families, cohorts, and caregivers a shared entry and interior circulation sequence. While our ideal is to create one shared entry route for all, we recognize that topographic constraints and budget limitations sometimes require devising paths that insure that at the very least, everyone, regardless of physical ability, begin and end at the same place.

It is our understanding that the cost of regrading the entire beach is prohibitive and would entail destroying old growth trees. We look forward to coordinating with MVVA and SOM to develop the current design direction in a way that enables **MSEL to meet its potential both as an accessible destination and as a porous gateway that promotes campus connectivity for everyone, no matter their physical and sensory abilities.**

**EXTERIOR CONNECTIVITY**

Together we will redesign the paved “plaza” immediately in front of the building to allow ALL visitors to enter the library at M level. Visitors can choose between a North-South route that allows them to pass through the building’s imposing interior glazed portico and lobby to the landscaped Keyser Quad, or they can take a path that links MSEL with the Brody Learning Commons, Charles Village housing and soon the Hopkins Student Center.

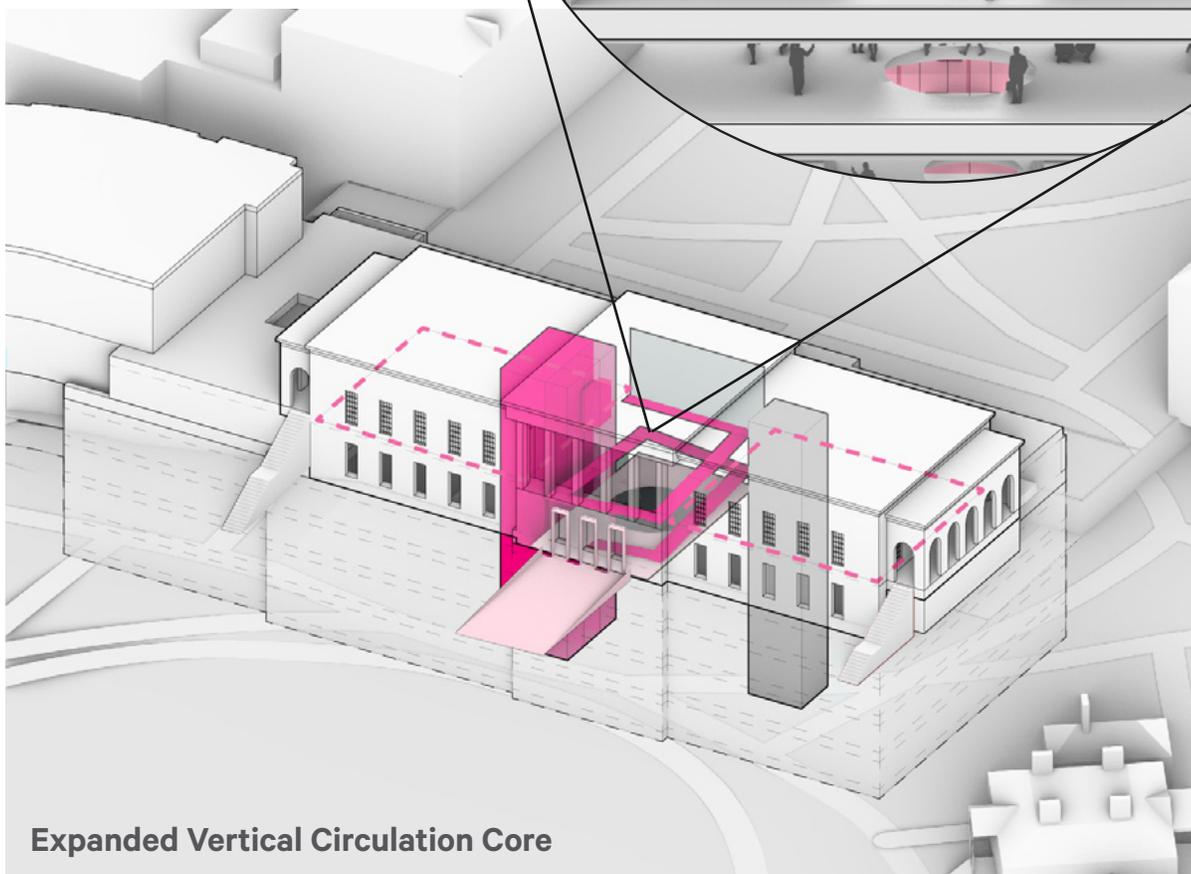
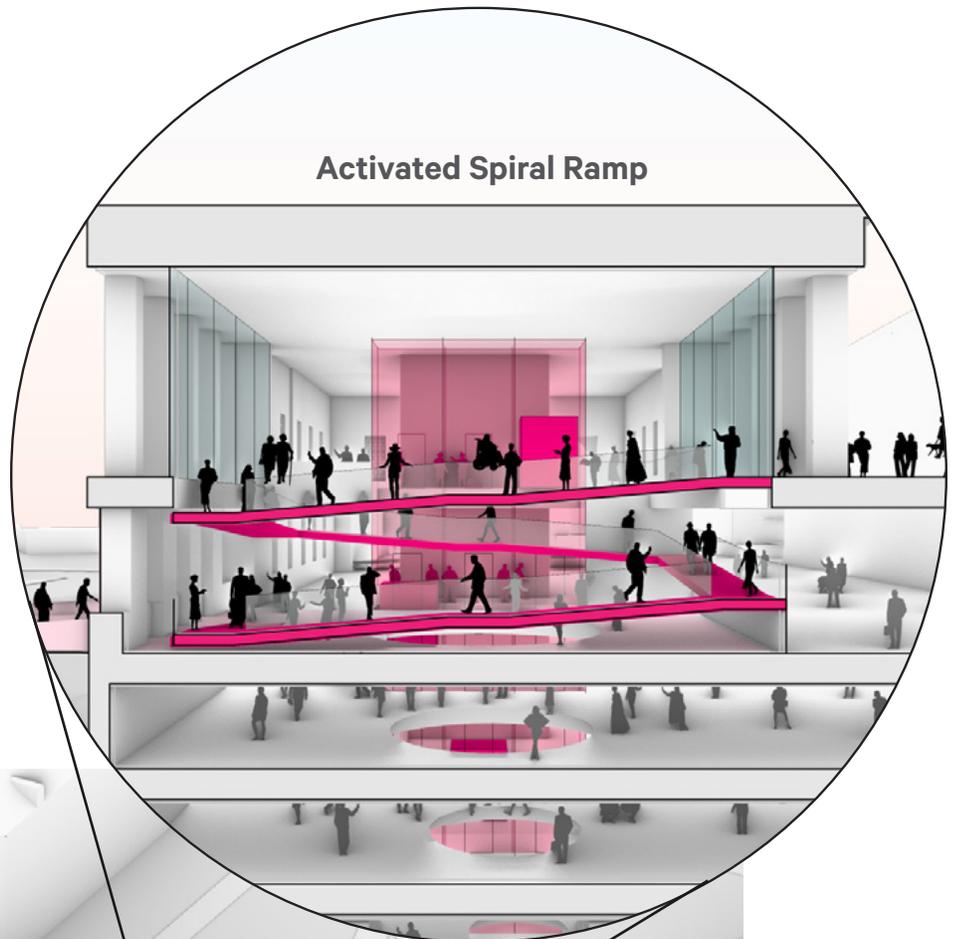


**JSA Case Study:: UPenn ICA**

JSA’s Feasibility Study for the ICA reconfigured the museum’s inaccessible split level entrance which originally required visitors to use stairs to go either half a level down into the lobby or climb full floor to a mezzanine and outdoor terrace. JSA’s proposal reorients the entrance to greet visitors coming from the main campus. A generous exterior staircase and interior ramp provides access to a lush landscaped terrace, conceived of as a north campus oasis.

## INTERIOR ACCESSIBILITY

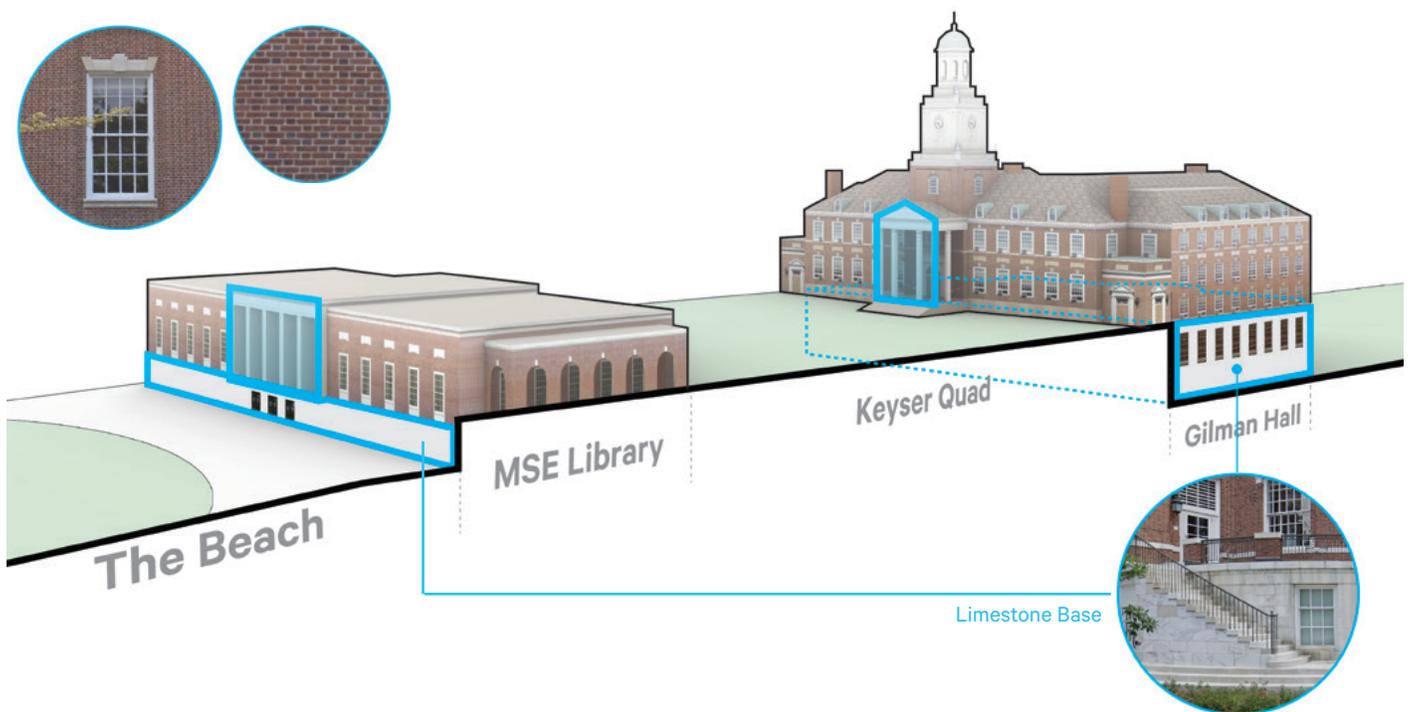
Once inside, we will create an **accessible vertical circulation sequence** linking all the building levels. One approach would be to transform the central area behind the portico into a **majestic entry hall** that might double as a **public multi-purpose event space**. It could feature a spiral ramp activated along its perimeter by lounges and amenities that would make ascent and descent into a dynamic engaging social experience. This central area would be designed to create **interior connectivity** with the refurbished and perhaps expanded existing vertical circulation/bathroom cores that are visible and proximate to this new **welcoming entry space**.



Expanded Vertical Circulation Core

## 1.2 Architectural Integrity of Exterior and Surroundings

How to sensitively modify MSEL's exterior entry and building envelope in a way that respects the integrity of the original mid-century Neo-Federal style facade while addressing light, accessibility, and infrastructural requirements?



### CHALLENGE

It is our understanding that the University has determined based on the Feasibility Study that it is cost prohibitive to regrade the entire Beach and replace MSEL's front facade. **Our team welcomes the opportunity of working with you to elaborate this approach which in addition to being cost effective is also contextual.** Our design will respect two JHU architectural epochs: the campus's inventory of neo-Federal style buildings and the architectural integrity of the library itself. Designed by Wrenn, Lewis and Jencks in 1964, the library is a vintage example of mid-century modernism, a period that over the past two decades architects, historians, and preservationists have been studying and lobbying to preserve.

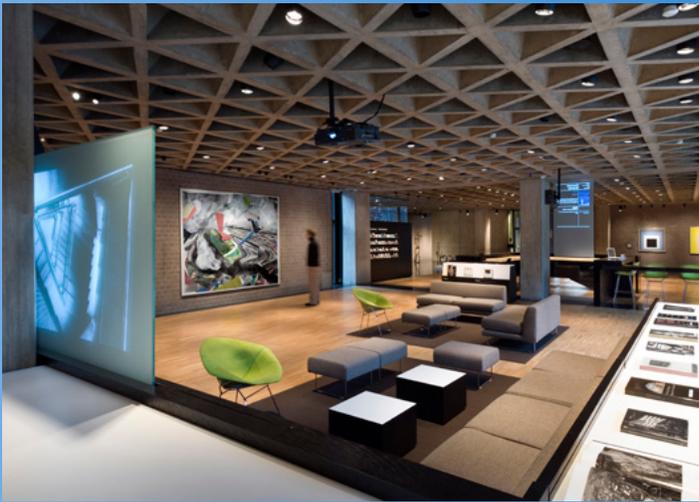
### APPROACH

At MSEL, JSA proposes adapting our approach for **compatible contextual academic renovations**. It is a two-step process. First after reviewing technical reports, we will survey the existing conditions to identify the building's best attributes as well as the flaws that compromise function, aesthetics and technical performance. Then we will respect and draw inspiration from the clever way that Wrenn, Lewis and Jencks employed a hybrid architectural language that blends modernist design elements with abstracted versions of the classical vocabulary that characterize the other Neo-Federal style buildings. Like its neighbors, the library facade features

red brick and limestone materials, vertical double hung windows with stone lintels, a tripartite composition and an elevated main floor. In particular, we might learn from the way Eisenhower, like Gilman Hall which it faces across Keyser Quad, employs a stone base on the building's outward facing city facades, as we look for ways of negotiating the sloping site and introducing light into MSEL's lower levels (see Best Value 2.5). **Following in the footsteps of the MSEL's midcentury architects, we will reinterpret rather than mimic tradition by introducing exterior modifications that employ a harmonizing language of materials and details that allows visitors to distinguish between old and new.**

## JSA Case Study:: Yale University Art Gallery

JSA's renovation of the Yale University Art Gallery respects the integrity of Kahn's original waffle concrete ceiling and columns by incorporating all of the new lobby functions—reception desk, waiting area, museum shop and café—within a black wood freestanding unit that matches the lobby's black terrazzo details.



## ZGF Case Study:: Google, Spruce Goose

ZGF partnered with Google to transform the landmark Spruce Goose Hangar in Playa Vista, California. A 450,000+ SF, four-level “building-within-a-building” was developed inside the seven-story, 750-foot-long historic wooden structure. Built by Howard Hughes in 1943 for the construction of the Hercules IV airplane. Given the nature of the client organization and the rich history of the building, the project demanded a wholly unique design approach and the extensive restoration of the original wood frame. The varied shaping of each floor allows daylight to penetrate every level and maintains clear sight lines spanning the full length of the building, putting the magnitude and workmanship of the historic structure on display.

### INTERIOR IMPROVEMENTS

# 1.3.1 Balancing Tradition with Digital Integration

How can the library incorporate a variety of study spaces including two types desired by the JHU community — a 21st Century Information Commons that supports digital learning and an iconic Reading Room, a communal environment for quiet individual study?

#### CHALLENGE

The Workshop led by IDEO yielded valuable insights that will inform our team's approach to interior improvements. Participants reached consensus that the atmosphere of the existing library is less than satisfactory, describing the interiors as spaces for "shared suffering," characterized by "utilitarian, grey, spaces with low ceilings and fluorescent lighting." Our design will address this complaint. **The refurbished interiors will feature a variety of well-proportioned spaces lit by a combination of natural and artificial light.** They will be equipped with comfortable furniture that can be easily reconfigured and incorporate durable fabrics and wall finishes selected according to a soothing palette of colors and materials conducive to study.

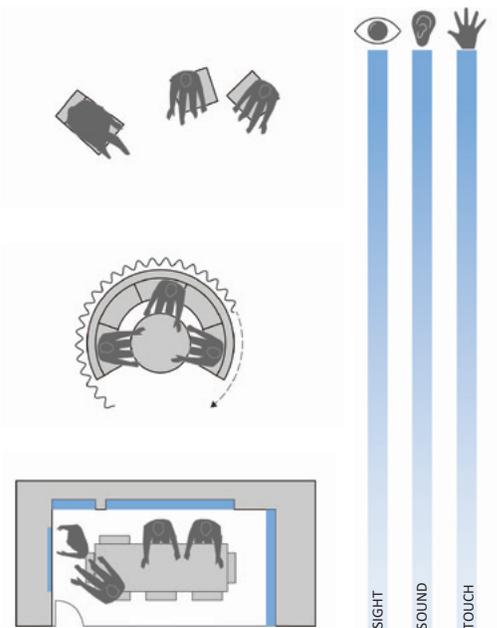
However, a more difficult challenge will be to include the two types of study spaces desired by workshop respondents that seem to have opposing characteristics: a series of lively open spaces that support digital learning often referred to as an **Information Commons** as opposed to quiet study spaces reminiscent of the **Reading Rooms** and cozy alcoves found in traditional libraries where individuals can be alone together. Not an either or proposition, our team possesses a design approach that would allow us to work with you to equip the renovated interiors with a **range of study's spaces that blend and reinterpret the best qualities of traditional and 21st century library types.**

#### APPROACH :: 21ST CENTURY INFORMATION COMMONS

If MSEL is to become a thriving destination, it must fully register the transformative impact of digital information technologies on libraries today. Rather than signaling the death knell of the library as some predicted, **libraries have expanded from single-purpose repositories for books and quiet study to include digitally-integrated community hubs often referred to as an Information Commons.** JHU Leadership has conducted surveys verifying that Hopkins students and faculty need state of the art **flexible, multipurpose spaces that seamlessly incorporate digital media** to allow students, alone and in groups, to engage in different media-centric activities as they shift between research, writing, and social-networking.

However, the creation of viable environments for individual and collaborative learning depends on reconciling the desire for spatial openness created by the relocation of spaces once occupied by book stacks with the recognition that **different activities - like solitary reading, quiet conversation, and study group meetings - require unique visual, acoustic, and ergonomic conditions alongside ideal natural lighting qualities.**

JSA brings to your project our unique design approach for tackling this issue: at MSEL we will subdivide open interiors into "**Media Microclimates**," activity zones that provide different degrees of acoustic and visual privacy. By employing sound absorbing wall/ceiling finishes and upholstery as well as reconfigurable furniture and privacy screens., the refurbished interiors will feature a variety of study spaces that promote digital learning and interdisciplinary collaboration.



**JSA Case Study::  
UPenn Education Commons**

At the Education Commons at UPenn we created different library settings that allow for small groups working with laptops, focused individuals at workstations, and media intensive work that included film editing equipment. We subdivided open spaces into Media Microclimates—each with distinct visual, tactile, and acoustic properties that support individual and collaborative learning.



**ZGF Case Study::  
Washington State  
University, The Spark  
Academic Innovation Hub**

ZGF designed the 83,295 SF high-performance digital classroom hub to enhance active learning. The building is a university-wide resource designed to catalyze collaboration and innovation and sited prominently to form a gateway at the southern edge of the campus.



**APPROACH :: TRADITIONAL READING ROOMS, ALONE TOGETHER**

In addition to spaces that support digital learning and group collaboration, our team will design spaces inspired by the **great libraries of the past** that feature **majestic reading rooms and cozy study nooks, communal spaces that foster concentrated quiet and study where individuals can be alone together.** We will draw inspiration from Sheridan Library icons like the Hutzler Reading Room and the main atrium of the Peabody Library. We will also look farther afield, at examples like the Bibliotheque National by Henri Labrouste, Widener Library by Horace Trumbauer, and the Boston Public Library by McKim Mead and White, as well as Modern examples like the Viipuri and Seinajoki Libraries by Alvar Aalto.

Studying past precedents will allow us to imbue MSEL with **a variety of large and small spaces** that incorporate the following relevant lessons, that we will reinterpret for the 21st century.

» **Light + View ::** Although generally built above ground, traditional and modern libraries of the past typically do not offer patrons spaces with windows that provide direct light and views to the outdoors. Instead, they feature **clerestory windows** or **skylights** placed well above eye level that transmit natural light without casting shadows, creating glare, or causing distraction. They often use **individual table lamps** to define a lower horizon of illumination at table level that allows patrons to focus their gaze.

» At MSEL, we will reinterpret these glare free lighting techniques that are well suited to working with digital monitors today while also addressing a fundamental challenge posed by this project discussed in section 2.5: how to introduce natural light and views into the building's underground spaces that don't have windows? **We will embrace a technical lighting challenge into a creative opportunity to offers contrasting spaces that balance a sense of containment and porosity.**

INDIRECT NATURAL LIGHT

STUDY ALCOVES

HORIZON



Boston Public Library, McKim Mead & White

» **Spatial Contrast ::** Our design will feature contrasting study environments that cater to different moods and temperaments. We might accomplish this goal by including a 21st century version of a grand reading rooms with noble proportions, that were typically complemented by intimate study alcoves.

**TRADITIONAL 19TH CENTURY LIBRARIES**



Widener Library,  
Horace Trumbauer



Bibliothèque Nationale,  
Henri Labrouste

**SHERIDAN LIBRARIES**



Hutzler Reading Room,  
Douglas Thomas



George Peabody Library,  
Edmond George Lind

**MODERNIST LIBRARIES**



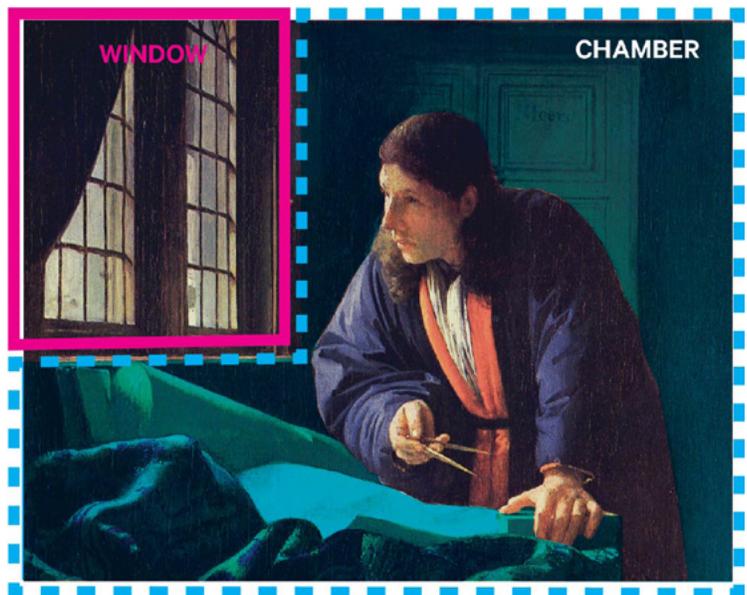
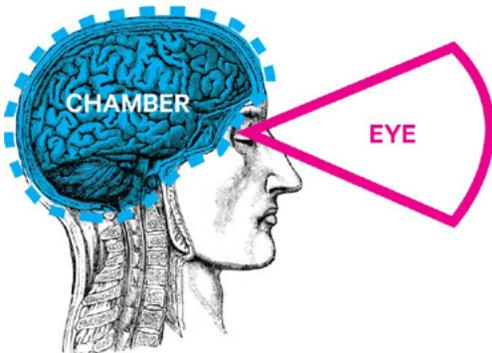
Exeter Library,  
Louis Kahn



Seinajoki Library,  
Alvar Aalto

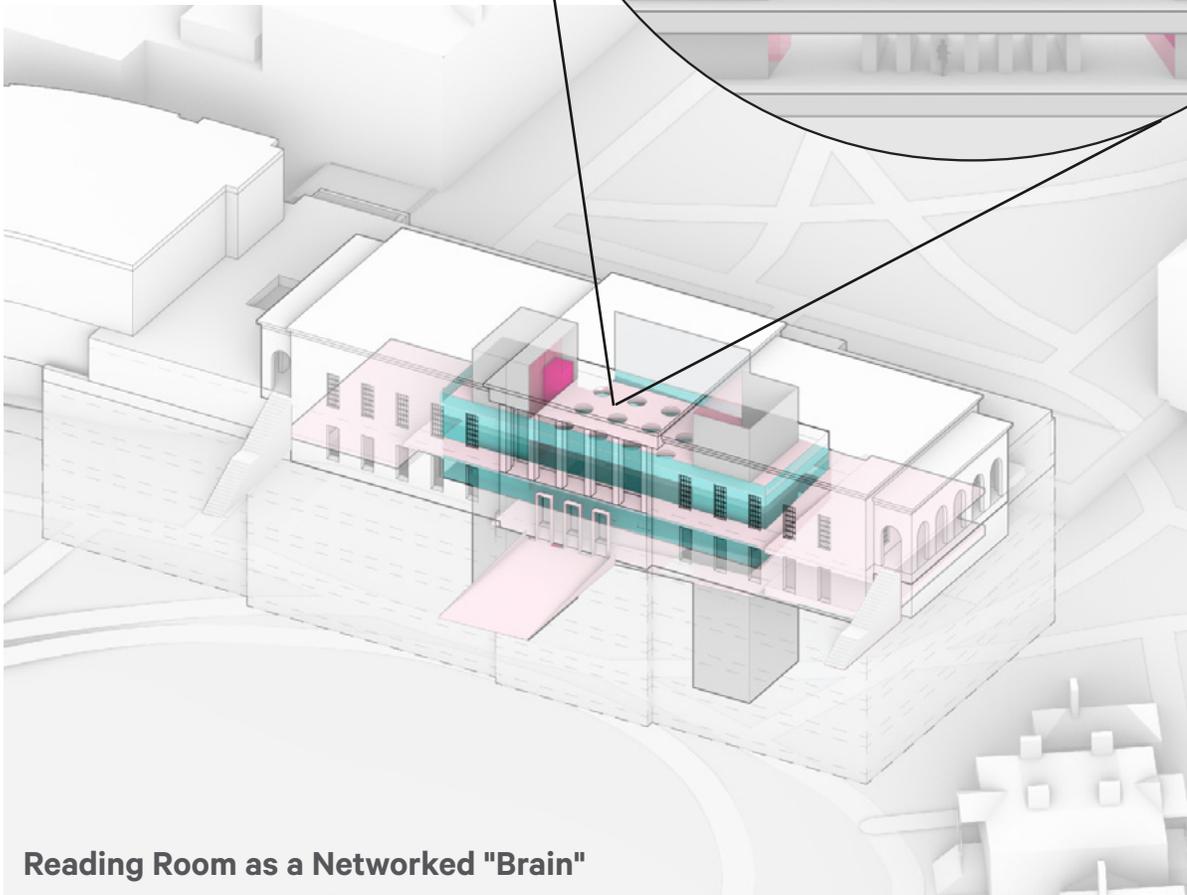
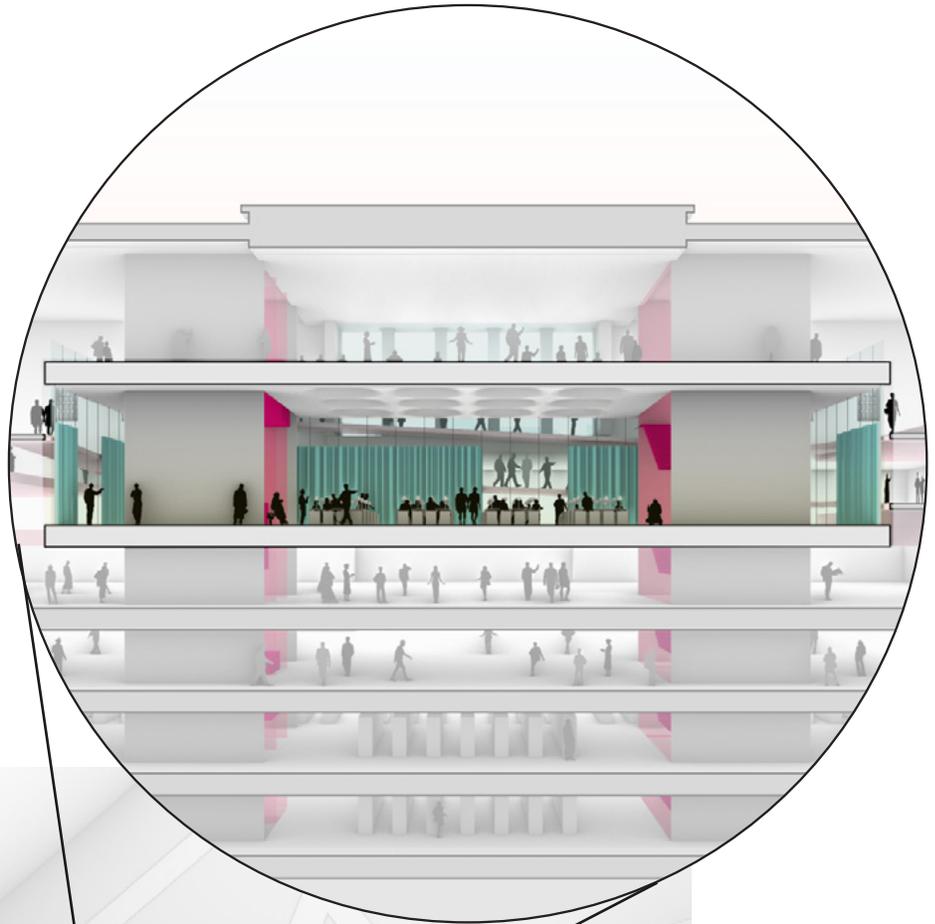
**APPROACH :: INTERIORITY, READING ROOM AS A NETWORKED BRAIN**

Since time immemorial, both Western and Eastern cultures have conceived of libraries as enclosed retreats, where individuals can obtain knowledge about the external world by engaging with information conveyed through books, maps and images. Philosophers like Descartes and artists like Vermeer **compared the study to the mind itself**, conceiving of them as chambers equipped with modest apertures (a window, pin hole or eye) that allow those inside them to **process information in a non-distracting, introverted environment**.



At MSEL, we might explore a design option that reinterprets this longstanding concept for the 21st century by creating an **objectified multi-media space** that houses a reading room and/or a multi-purpose black box event space that functions like a brain, **servicing as the networked hub of the building**. This iconic space would be lit by indirect borrowed light to create an enclosed environment where a new generation of interdisciplinary "actors" can work with both digital and analog media. Users could occupy the "brain's" interior as well as its exterior: the room's perimeter walls and ceiling would define a series of **dynamic flexible study and public meeting spaces that contrast with the quiet interior**.

This example represents but one of many ways we would strive to imbue MSEL's refurbished interiors with a **variety of spaces that extend the library's traditional incorporation of quiet and silent study spaces with facilities for digitally enabled scholarship and interdisciplinary cultural and academic engagement**.

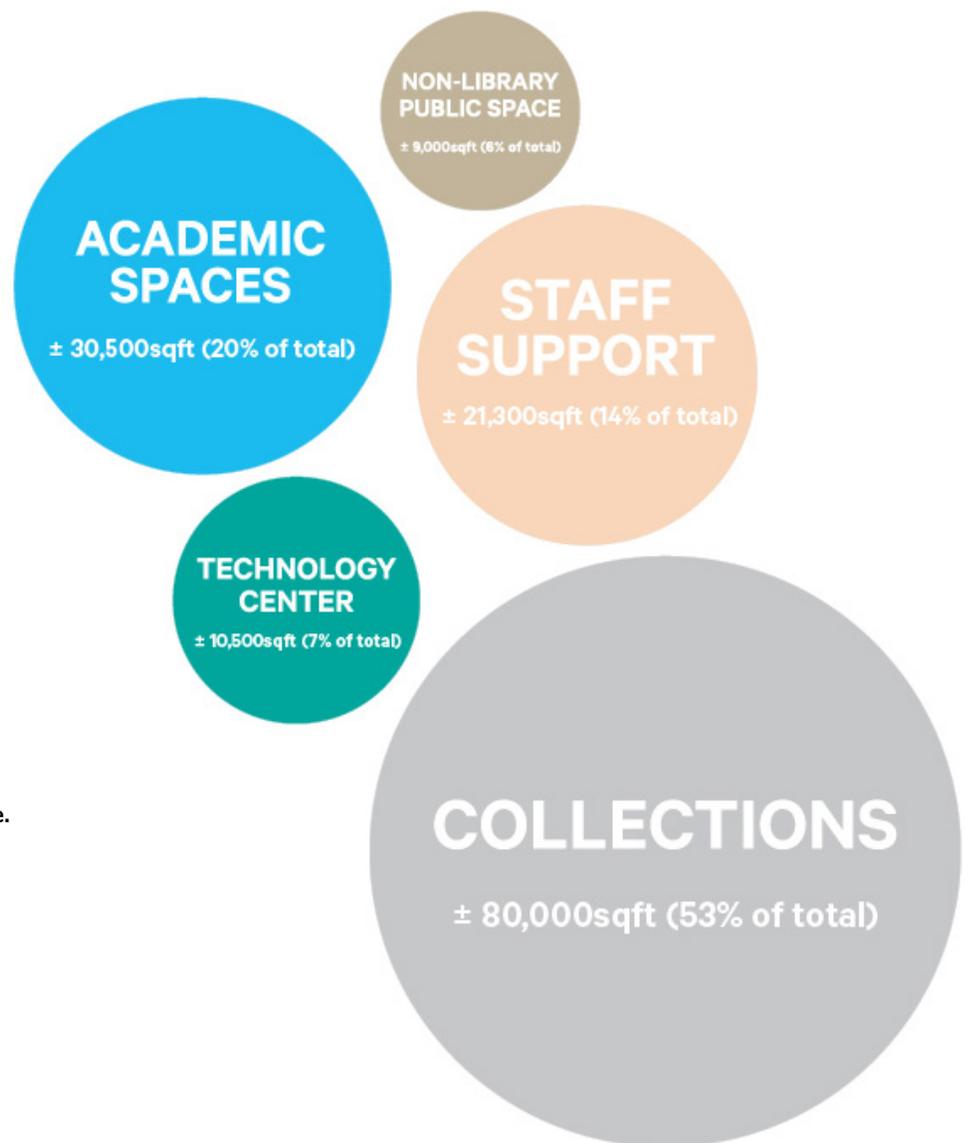


**Reading Room as a Networked "Brain"**

INTERIOR IMPROVEMENTS

# 1.3.2 Natural Light

How to transform MSEL's subterranean levels built to house stacks into comfortable study and staff support spaces that afford occupants natural light and views?



**CHALLENGE**

MSEL's massing resembles a mid-century iceberg: its two story above ground tip is a neo-classical jewel that conceals four windowless underground floors without natural light. However, **the program consists of a variety of spaces that require varying degrees of natural light that the existing above ground footprint cannot accommodate.**

**APPROACH**

Rather than rectify this dilemma by building a new glazed addition, our objective would be to work **within the volume of the existing building to create a gradient of spaces that receive different degrees of natural light and view in accordance with the activities they serve.** We propose to accomplish this goal by conducting the following three inter-related studies:

Program Area Comparison

## Study 1

# Program Light Analysis

After program verification is completed, we will conduct an **in-depth analysis that specifies the recommended quality of light that each of the spaces listed in the approved program needs.** To give you an idea of what this process might look like, we developed a Light/Program matrix using a speculative program that correlates the Space Needs Summary found in section 4.2 of the Feasibility Study with the broad program categories specified in the bullet points found in section 2.4 of the RFP. For each space, the chart correlates **approximate square footage and quality of light and view according to three categories—direct, borrowed or none.**

		PROGRAM	NATURAL LIGHT		
NON-LIBRARY PUBLIC SPACES ± 9,000 sqft (6% of total)		Lobby	Direct		
		Gallery / Exhibit Space	Direct		
		Cafe	Direct		
		"Living Room"	Direct		
		Symposium Space	Direct		
ACADEMIC SPACES ± 30,500 sqft (20% of total)	Instruction Space	Active Learning Classrooms	Borrowed		
		Seminar Room	Borrowed		
		Community Learning Space	Borrowed		
		Faculty Workspace	Borrowed		
		A/V Viewing Room	None		
	Study Spaces	Reading Room	Borrowed		
		Individual Study Space	Borrowed		
		Collaboration Study Rooms	Borrowed		
		Graduate Study Suite	Borrowed		
		Faculty Study Suite	Borrowed		
		Digital Learning Lab	None		
		STAFF SUPPORT ± 27,000 sqft (18% of total)	Leadership Suite	Reception	Borrowed
				Dean's Office	Borrowed
Staff Offices & Workstations	Borrowed				
Administration	Meeting & Collaboration Space		Direct		
	Staff Offices & Workstations		Borrowed		
Access Services	Circulation Desk		Direct		
	Staff Workstations		Borrowed		
Support Services	Shared Areas		Direct		
	Facilities		None		
	Collections Maintenance Support Services		None		
	Preservation & Binding		None		
	Technical Services		None		
Other Staff Areas	Meeting & Conference Rooms	Direct			
	Break Room	Direct			
	Lockers & Restrooms	None			
	Supply Storage	None			
TECHNOLOGY CENTER ± 10,500 sqft (7% of total)	Digital Services	Video Recording Studio	None		
		Multimedia Lab	None		
		Equipment Support Center	None		
		Digital Collaboration Cafe	None		
		Digital Research and Curation Center	None		
		Data Management Services	None		
	GIS Data Center	GIS Classroom	None		
		GIS Map Collections	None		
COLLECTIONS ± 60,000 sqft (35% of total)	General & Special Collections	Digitization Lab	None		
		Special Projects Processing Prep & Storage Space	None		
		Archives & Closed Stacks	None		

## Study 2

# Lighting Design Tactics

During the Programming phase, working in collaboration with our team and consultants who offer expertise in lighting, MEP, and sustainability, we will study relevant examples of buildings that use unconventional methods for introducing light into underground spaces. Our initial research of buildings at Johns Hopkins as well as international precedents yield the following four lighting strategies that can be applied at MSEL: **conventional windows that offer direct light and views, landscaped light wells and sunken courtyards that offer indirect light and views and skylit interior atriums that offer borrowed light.**

### Direct Light

Conventional Windows



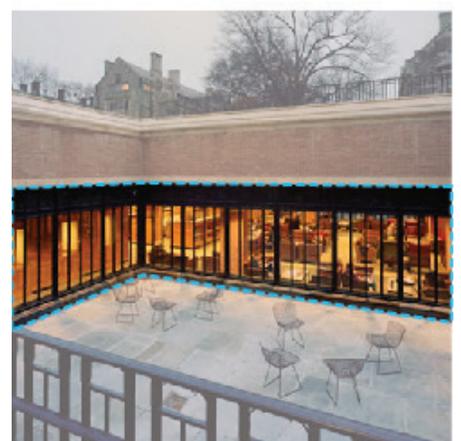
### Borrowed Light

Skylit Interior Atriums



### Indirect Light

Landscaped Lightwells and Courtyards

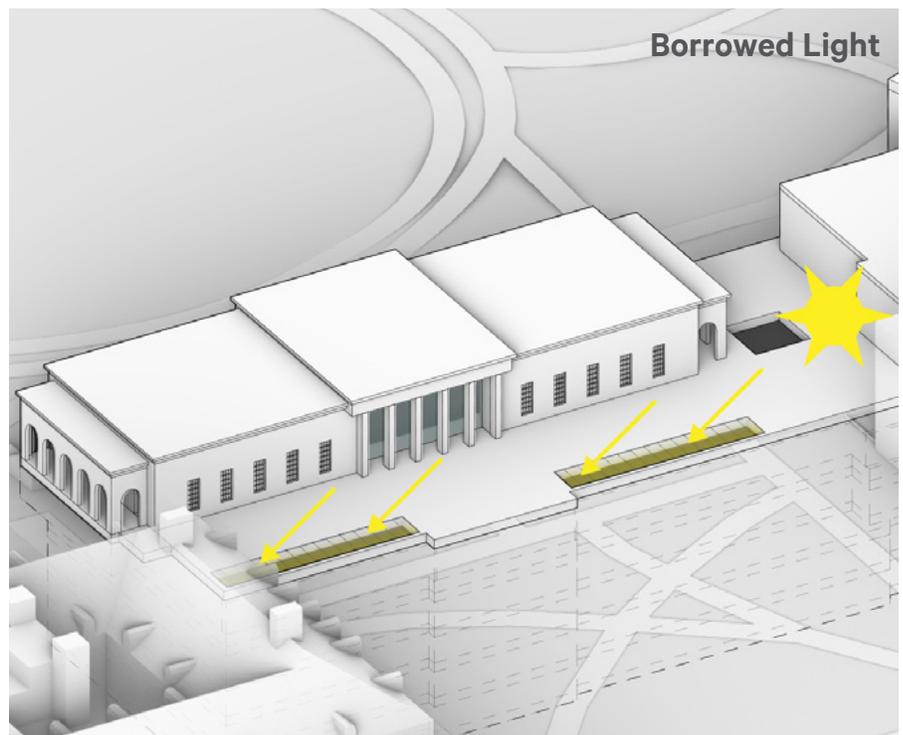
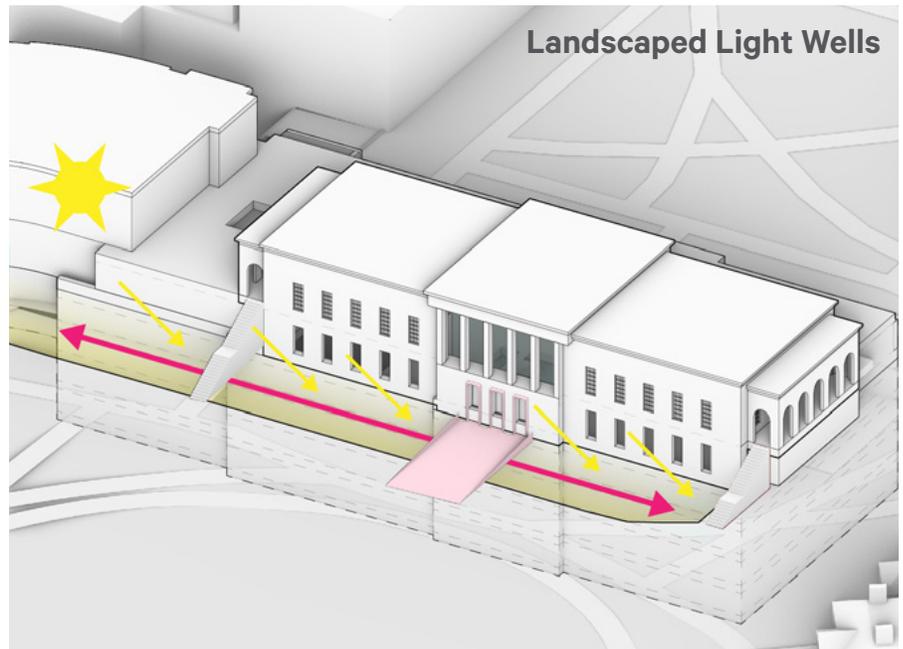


## Study 3

# Existing Massing and Façade

We will study the quality of light provided by the placement of windows on the building's existing façades as well as the way the building's massing creates lower levels that are partially and fully embedded into the sloping site.

- » **Windows** :: the above ground spaces housed within the tip of the "iceberg" feature 20 ft ceilings and ample windows that lend themselves to programs that need access to natural light and views including public, study and support spaces as indicated on the program matrix.
- » **Landscaped Light Wells** :: we might extend the existing facade below grade with landscaped berms that define sunken light wells. This strategy has been used twice at JHU; first to bring light into the southern façade of the MSEL when it opened in 1964 and recently at the Brody Learning Commons. One option would be to reclaim the two existing landscaped zones on the libraries eastern perimeter as a pair of sunken landscaped courtyards that would offer indirect light, natural ventilation and indoor/outdoor connectivity to adjacent study spaces and support spaces.
- » **Borrowed Light** :: we could create two multi-story atriums lit by walkable skylights and suspended "light socks" below the western terrace facing Keyser Quad. They would provide borrowed light to study spaces that overlook the atriums, such as media labs and workspaces for handling vulnerable print materials that work better with indirect dim light.



# Synthesis

And finally, we will use computer modeling techniques to conduct a sunlight analysis that correlates sun angles at different times of day/year, the building's massing, and the program matrix to explore alternative ways of using windows, light wells, and skylit atriums to distribute the libraries program within the buildings existing envelope. Here's just one of many alternative options that we would explore with you.



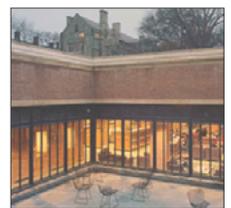
Skylit Interior Atrium



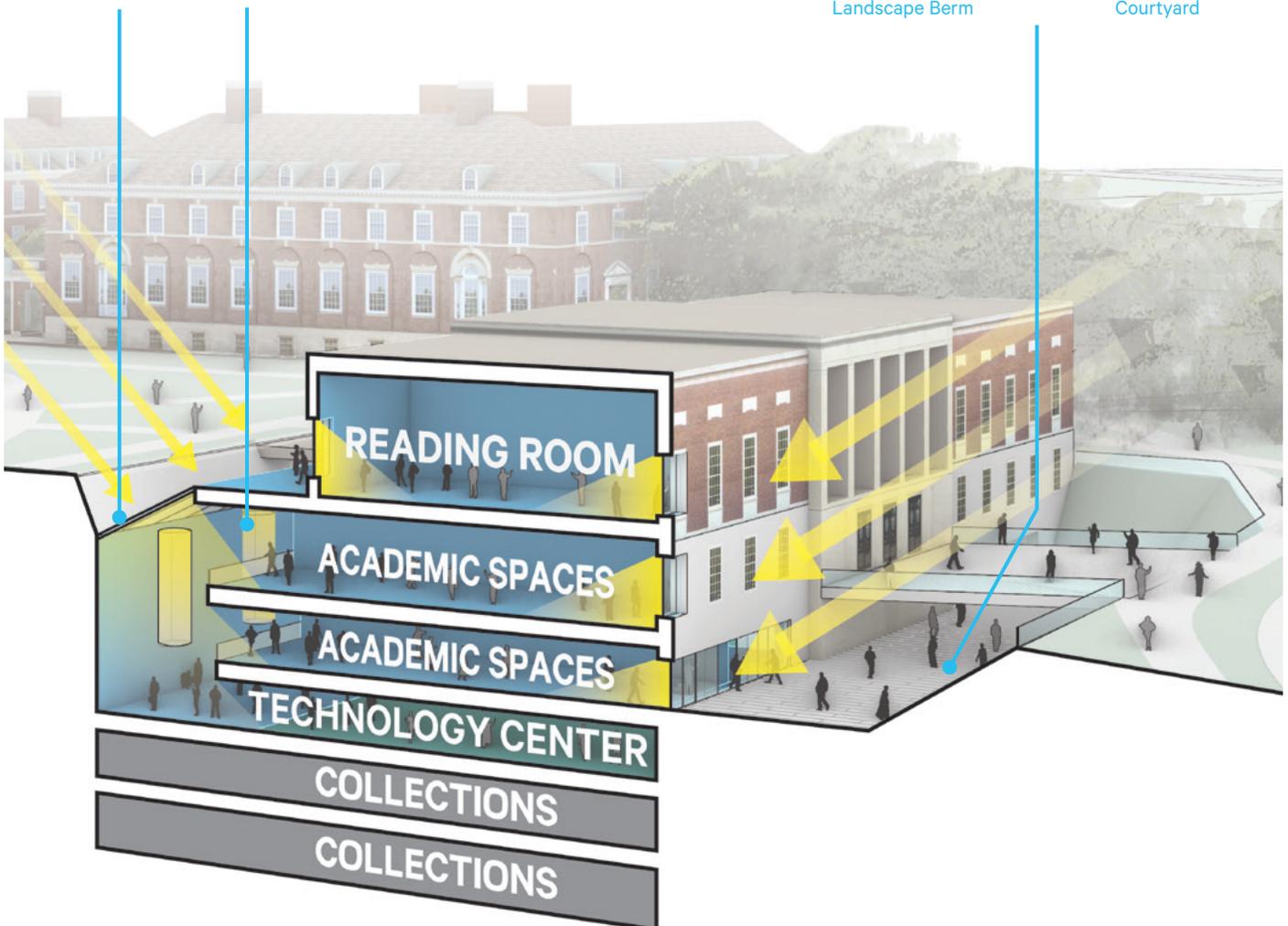
Suspended Solar Tube



Brody Learning Commons  
Landscape Berm



Yale Bass Library  
Courtyard



# 1.4 Building Performance

How to upgrade MSEL's building systems to meet current sustainability and life safety standards in a way that wholistically integrates health and wellbeing?

### CHALLENGE

A 21st century library designed for high-performance students and faculty ought to be equally high performance in nature. Typical of mid-century buildings, the MSEL currently suffers from antiquated and inefficient building systems, as well as hazardous materials and poorly lit spaces. With the MSEL's modernization, we have an **opportunity to not only upgrade MEP systems**, but to approach the building's renovation with a **holistic approach to high-performance design, embodying and expressing JHU's commitment to sustainability while showing long-term operational savings.**

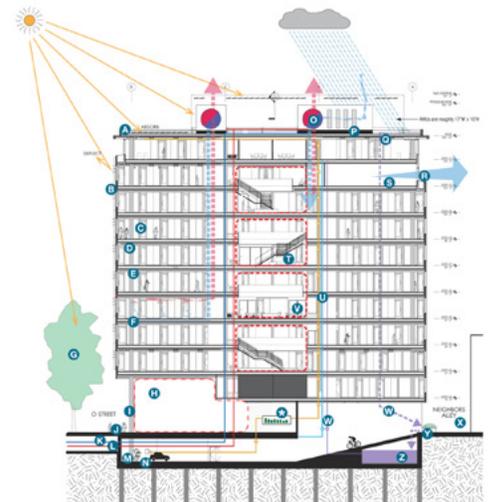
### APPROACH

JSA and ZGF approach sustainable design in an integrated way—where the performance of strategies and systems are analyzed and modeled at the conceptual level for the unique conditions of the project, before the building begins to take shape in order to inform its design. ZGF incorporates climate responsive design, daylight and energy modeling, and green and healthy materials to inform project development. ZGF employs building systems based upon performance criteria, and evaluates occupant satisfaction and the actual performance of buildings after the project is built to ensure quality. Beyond resource efficiency, we view sustainability as encompassing wellness, and we design spaces to enhance the health, productivity, and quality of life of building users and the community.

ZGF & Buro Happold each brings a long history of integrating sustainable design and energy reduction strategies into campus environments to maximize value, flexibility, and longevity while meeting both functional goals and cost parameters.

ZGF regularly employs certification systems including LEED, WELL, Fitwel, and the Living Building Challenge, not as design drivers, but as methods to align the entire team's end goals and verify their successful realization. We find these industry-recognized standards have value in communicating design intent and performance requirements, both in translating the design to contractors, and conveying the project's overall sustainable performance to the world at-large.

ZGF is actively engaged in current research and studies that show **enhanced indoor environments lead to more productive, happier, and healthier inhabitants.** We believe that this research provides additional value to our clients, and we have made the commitment to pursue these concepts further in our design practices. Areas of focus have included daylighting analysis, circadian lighting, material lifecycle analysis, material transparency certifications to rid spaces of

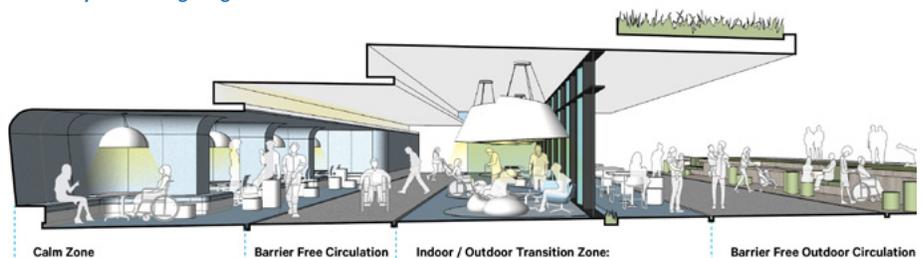


ZGF :: THE CLIFFORD L. ALLENBY STATE OFFICE BUILDING

Sustainability is integrated throughout the building design—from the envelope and structural and MEP systems, to the use of sunshades and water conservation strategies. The building targets LEED Platinum® and Fitwel certifications and is expected to achieve zero-net energy usage.

### MIXDESIGN :: INCLUSIVE CAMPUS BUILDING SECTION

JSA/MIXdesign studies sustainability through an Inclusive Design lens. For example, **large exterior overhangs and anti-glare glass are not only energy efficient solutions, but also strategies to create comfortable lighting conditions for those on the Autistic Spectrum who have higher sensitivity to harsh lighting.**



### PART 2

# Best Value Process

Drawing from our experience working on academic projects, JSA/MIXdesign and ZGF propose a Best Value Process that will enable our team to work with you to evaluate and narrow down a variety of design options that the project goals, schedule and budget. During Phase 1: Programming/Concept Design, our team will present a range of schemes that respond to the inter-related project challenges. Each option would represent a different order of magnitude associated with a specific scope of work and cost.

- » **First the Team will present a series of design alternatives for the Client to review.**
- » **The Team will develop a short list of refined options selected by the Client.**
- » **After the cost estimator prices each option, the team will conduct a cost benefit analysis consisting of a prioritized menu of options, itemized by cost.**
- » **Using this data, the Team will work with the Client to establish a final scope of work and target budget that is then tracked and updated during the remaining project phases.**

# 2.6

## Project Schedule



ZGF :: Medical Research Laboratory 1, The Lundquist Institute for Biomedical Innovation  
Torrance, California

## COLLABORATION, INTERACTION, AND DESIGN MANAGEMENT

JSA | ZGF has worked extensively in collaborative team environments to deliver large, complex architectural projects, leading multidisciplinary teams to accomplish this work. Our management approach is based on a concerted effort to look forward and around corners. To ensure design quality, we understand the need to have all members of the team (JHFRE, Sheridan Library representatives, JSA, ZGF, the CM, and our consultants) moving simultaneously toward the same goal. We will set formal milestones along the way where we can evaluate all aspects of the total program, including design, cost, and schedule. This will be particularly critical to remaining within JHU's budget. We recognize the importance of communication and of our role in stimulating and extracting feedback and sharing information among all team members.

## APPROACH TO VISIONING, GOAL SETTING, PROGRAM VALIDATION, AND BUILDING PLANNING

We understand that you have already performed a facilities conditions assessment, feasibility study, and most recently a visioning session. Our first step with you will be to validate and reinforce your level of confidence in the program, vision, goals, and planning to date. Our goal will be to understand which aspects of the feasibility study are rock solid, and which require further refinement.

Fundamentally, JSA and ZGF's work is rooted in our clients' missions. We recognize that projects must relate to an organization's broader set of drivers. Yet, to develop nimble and implementable plans, processes must be collaborative and iterative—involving exploration of many options, discussions, and carefully timed “check-in” moments to adjust course. Our approach allows us to integrate global thinking—along with a very rational and thorough analysis of institutional goals and opportunities—to understand demand not just for today, but also for tomorrow and the day after.

Our proposed programming approach further developed in detail in **Section 2.4** will include highly participatory workshops throughout the design process that bring stakeholders together to collectively build on past efforts, explore new possibilities,

confirm requirements, and develop strategies. We propose commencing the project with a **Project Kick-Off**. The Kick-Off is one of the most critical moments in the life of a project. Our collaborative process begins here: we will identify key project decision makers and stakeholders, and we will develop a Project Charter to articulate our guiding principles. During Kick-Off, we will define the project's governance structure, identifying a Project Steering Committee (if not already established) with ultimate decision-making responsibility. By taking this step we will provide an opportunity for the team to clarify expectations, confirm the timetable for critical decisions, and set up rules for engagement moving forward. The Project Charter will become a guidepost against which we can evaluate decisions and measure success.

Our proposed draft schedule / work plan (which we will need to confirm and align together) proposes a series of workshops with the stakeholders and user groups. These workshops will allow us to gather diverse stakeholders and integrate cross-functional feedback into the concept design options, which are outlined in greater detail in Section 2.4. In support of this process, we recommend meetings to occur every three weeks with the core team members to maintain momentum, reaffirm objectives, and refine the program. Described below in greater detail is our proposed approach to initial development of the work, validation of the goals, and the beginning of building planning.

### Project Initiation

The first set of workshops will occur during the project initiation phase, where we will focus on Program Validation, confirm program requirements and component sizes, develop optimal adjacencies, and explore building and site constraints. We will further define the criteria for project success with feedback from JHU, Sheridan Library representatives, and any other relevant stakeholders. We will also facilitate a collaborative intake session that involve library administrators, staff, and technicians to establish the fundamental elements of a successful home for JHU. We will invite constructive feedback and identify potential partners (see preliminary list in Section 2.1) as collaborative users and stakeholders of the future of the MSEL project. This feedback

loop will continue to inform the project's development throughout the Program Validation and Concept Design phase. Additionally, this early collaboration with users enables active participation in the process of change and promotes collective ownership of decisions. We will submit the program verification package following this workshop.

During subsequent workshops, our team will continue to refine the program based on feedback received from the review of the program verification package. We will also introduce potential aesthetic approaches to align with the vision. Building on our work from previous workshops, users will help us refine and test options. The project cost consultant, MGAC, will provide input on costs associated with proposed options that will help to focus the development of program and design. We will also confirm energy performance benchmarks, study options for building systems, and integrate wellness criteria into the program. Finally, we will fold in reviews of construction costs and preliminary phasing opportunities to confirm alignment with all project goals.

### Concept Development

Our proposed draft schedule outlines an overlap of early design work to run concurrently with the Initiation phase. This will allow the design team the opportunity to have the workshops inform a series of concept investigations and have those concepts be analyzed, evaluated, and priced. These concepts will be reviewed with the Stakeholder groups, and JHU leadership. JSA | ZGF is committed to presenting the concepts for all design elements and building systems with cost and schedule impacts for each, including lifecycle cost analysis as appropriate. We will include design team recommendations along with the pros and cons for each alternate presented to JHU. We will use a variety of tools to help you compare / contrast options—VR, rapid prototyping, strengths / weaknesses lists, evaluation matrices, and physical models. Our goal is to enable stakeholders to visualize the environment; understand the pros and cons of the various options; evaluate concepts against the Project Charter, vision statement, and goals; and to mitigate surprises down the road. Additionally, side-by-side page turn sessions with stakeholders will allow for an



## ZGF :: BURR AND BURTON ACADEMY, THE ROWLAND PROJECT

The Rowland Project at Burr and Burton Academy (BBA) is a new addition to BBA's campus in Manchester, Vermont. ZGF was hired to design a new 25,000 SF, three-story academic building, and a central courtyard that provides connections to the adjacent buildings. The new building will be home to classrooms, as well as the school's library. Centrally located in the spine of the building, the library will act as the heart of the space, flanked at each side by "neighborhoods" of classrooms.

interactive review process that facilitates design progress. Cost and schedule will also be reviewed at this time to ensure alignment with all project goals. This phase concludes with the selection of a set of concepts to take into the Schematic design that is best aligned with the vision and goals of the project.

### ACHIEVING VISION AND GOALS, TRANSITIONING INTO SCHEMATIC DESIGN, AND DEVELOPING DESIGN SCHEMES

As a team, we value a design process that develops a close, integrated collaboration among all team members. Together we will seek to develop a set of core project values, goals, and aspirations that will become touchstones as the project progresses and create a common vocabulary for the team. While establishment of the project vision and goals occurs mostly in Program Validation / Concept Design and Schematic Design (SD), the implementation and eventual achievement of these goals begin to manifest from Design Development (DD) all the way through the Construction Administration (CA) phase. Described herein, is our detailed approach to those phases.

#### Schematic Design

At the start of SD, we propose a Final Concepts / SD Kick-Off Workshop to reaffirm the project vision and goals, review the extent to which the conceptual design meets these goals, and identify any work yet to be done to ensure success. The team

will also acknowledge Concept Design review comments and their incorporation into the SD process. During SD we will continue to utilize with workshop meetings to progress the project. Every workshop will test solutions against the cross-functional feedback and established goals for the project. In total, we suggest that SD consist of three workshops to further engage stakeholders in advancing the design. We will study and refine any design alternatives to the preferred concepts that emerged during the Program Validation / Concept Design phase. At the conclusion of this phase, we will submit an SD package and presentation materials to JHU's review and approval.

#### Design Development

DD builds upon the design direction established during SD. At the beginning of DD, we will review our strategy for the integrated design process to come. For instance, if the SD phase yields a specific phased construction approach, we will structure DD to allow for deeper dives into this individual effort, either in stand-alone workshops or topic-specific breakout sessions during our workshops. Every workshop, despite greater attention to defining design detail, will test solutions against the goals and priorities established in the Project Charter to maintain alignment of goals.

These workshops will include thorough analysis and discussion of critical needs within each building space, facilitated by our team. During this period, the team will

make decisions regarding the look and feel of the building, the site, building and envelope systems, as well as provisions for equipment.

Ongoing analysis of building energy performance and input from JHU will refine the design and define optimum MEP systems. During this phase, we will continue to work closely with JHU and the CM to determine construction phasing, scheduling of document packages, and necessary content to expedite construction. At the end of the phase, our team will publish the DD documents summarizing the design direction and decisions made to date.

#### Construction Documents

During the CD phase, we will document the design agreed upon during DD and finalize documents and specifications for construction and pricing. Technical design will be completed to provide the CM with documents for bidding and construction. While user group work sessions are generally not required, we may wish to include a session as each package is finalized to show stakeholders how we implemented their feedback and decisions. Documents will be subject to JSA and ZGF's quality assurance program that includes 'fresh eyes' (senior staff who have not been working on the project) at milestone reviews to ensure the necessary completeness and clarity required for bidding. Given the complexity of this project, it will be especially critical to produce a highly coordinated and detailed package and to create clearly delineated phasing documents to help minimize field problems and coordination issues during construction.

## ACHIEVING THE PROJECT SCHEDULE

ZGF has an excellent track record for delivering projects on time. Schedule control requires clear definition and early assignment of all work tasks. As the Project Manager, Jason Cornelius' first responsibilities for the MSEL Modernization Project will be to review our proposed approach with you and develop a detailed work plan and schedule. Durations will be assigned to each task with individuals having responsibility for its completion, as well as appropriate time frames for JHU reviews. Continual tracking will enable refinement of the schedule as the project proceeds. Identification of non-sequential tasks, along with proactive anticipation of upcoming tasks, will help provide schedule flexibility and control. A schedule for regular team meetings, based on the master schedule, will guide the team. A "rolling log" of issues will track all items and detailed monthly reports will be distributed to the project team, highlighting upcoming work sessions, the status of the overall design and construction schedule, potential issues affecting schedule and their resolution. If schedule recovery becomes necessary, methods we can consider to ensure on-time completion might include fast-tracking or shortening task durations, and reducing scope where possible.

In this section we provided a possible approach to an overall schedule, based on

the information provided in the RFP. We look forward to working collaboratively with JHU and the rest of the project team to better understand specific schedule drivers, critical milestones, and possible acceleration opportunities to develop the best possible schedule to meet your needs.

## APPROACH TO COST CONTROL

We are proactive and aggressive in our attention to costs throughout design and construction. We know from experience that early reconciliation of the budget with the program, site conditions, and other local conditions is imperative. To manage construction costs, ZGF uses Target Value Design: a process through which we establish early and accurate budgets for each of the building components such as building envelope, mechanical systems, interior partitions, to name a few, to allow us to drive design alternatives that fulfill program requirements and project goals while also remaining within these target budgets. The process allows us to continuously evaluate costs throughout the project. By first establishing benchmark pricing that reflects the quality, scope, and economic environment of the project, we then work closely with the CM and the project cost consultant MGAC to coordinate the design to the budget. We will work together to define the target budgets, identify issues and update the cost expectations in real-time, thereby minimizing the need for the lengthy

traditional value engineering process at the end of each phase

While developing different design options for evaluation we will work with JHU, MGAC, and coordinate with and provide information to the CM to facilitate a process to identify the cost benefits and impacts of each option to be analyzed. We will also collaborate with the CM in reviewing their initial cost model, which will serve as a basis for subsequent cost estimates in later phases. We understand the volatility of the construction industry and its impact on materials costs. With the CM, we will monitor costs throughout the design process, balancing adds and savings. We will conduct cost reconciliation exercises between MGAC and the CM at the end of each milestone. The team will utilize our collective knowledge and expertise to provide input on constructability and phasing. Constructability is a key factor used in consideration of all systems and system components. As alternative building systems are defined, their costs will be compared to the base estimate, with the goal of accommodating functional and design requirements and delivering the very best value. All project systems will be tested in each alternative scheme for cost, function, durability, finish and so forth, to realize the highest benefit / cost ratio and the best overall value. During construction, we expect to collaborate in a monthly budget monitoring process.



## ZGF :: THE UNIVERSITY OF ARIZONA, BIOSCIENCE RESEARCH LABORATORIES

The BSRL was initially budgeted by the University based on the market in 2008 / 2009, when a slower economy afforded very competitive subcontractor pricing. At the completion of Programming and Conceptual Design, it became obvious that the economy had changed. ZGF worked diligently with the University to balance the scope with the users' quality expectations to provide them with the best value for the budget. Working alongside the CM-at-Risk, we met weekly to review design decisions and to track cost. This resulted in the delivery of comprehensive estimates at the conclusion of each phase that were within \$100,000 of the \$79,600,000 construction budget. Due to the allowance for design and estimating contingency at each phase, the University was able to selectively accept add alternatives into the design, ensuring the best building within their available funding.





# 2.7

## MBE Requirement Plan



JSA :: Sound Lounge, University of Virginia  
Charlottesville, Virginia



## COMMITMENT TO INCLUSION

ZGF and JSA are committed to working closely with JHU to meet your supplier diversity goals. Because subcontracting is such an important way in which we can contribute to the social and economic vitality of our communities, both JSA and ZGF have developed a number of strategies to promote and identify meaningful opportunities for disadvantaged businesses. We encourage the success of such firms by including them on our project teams and we work proactively to foster the growth and development of firms in our regions.

ZGF is an active participant in mentorship programs to promote local and disadvantaged business participation in our industry, and work in partnership with LBE / MBE / WBE firms to help strengthen their positions in the regional marketplace. ZGF is currently under contract with numerous federal, state, and local agencies that require DBE participation, and has met and exceeded our clients' goals in using consultants that meet these criteria.

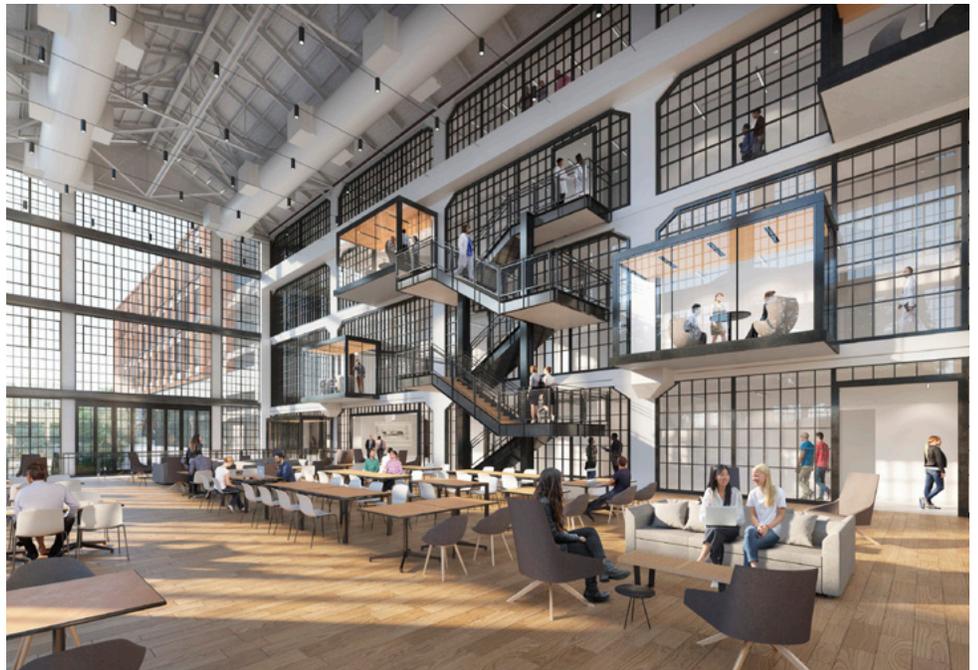
Likewise, JSA/MIXdesign's commitment to diversity, equity and inclusion drives the mission of our design studio and inclusive design consultancy. JSA is a LGBT-owned business enterprise (LGBTBE), recognized by the National LGBT Chamber of Commerce. Its projects include qualified disadvantaged businesses and diverse suppliers. JSA/MIXdesign's in-house staff and team of inclusive design experts include gay, non-binary, Asian, LatinX, and Black members so that its firm mirrors the diverse communities it serves. JSA is dedicated to raise awareness of DEI design by disseminating its research supported by the AIA, NYSCA and NEA through teaching, publications, lectures, and open source websites.

## MBE INCLUSION FOR THE MSEL

To meet your specific MBE, DBE, WBE, and LBE economic inclusion goals, outlined in paragraph 6.1 of the RFP, the JSA | ZGF team has included the following consultant firms on our team.

- » **A+F Engineers** :: A+F Engineers is a WBE structural engineering firm.
- » **Cerami & Associates** :: Cerami & Associates is a WBE acoustic and technology consulting firm.
- » **2x4, Inc.** :: 2x4 is a WBE environmental graphic design firm.
- » **Whitman, Requardt and Associates (WRA)** :: WRA is a civil engineering firm headquartered in Baltimore, which qualifies as a LBE.

With the participation of these firms, JSA | ZGF are confident in our ability to meet / exceed your 5% MBE / WBE goal and 5% LBE goal. If selected, we look forward to working with you to confirm our consultant team and to explore additional opportunities to expand MBE / WBE and LBE participation. Potential opportunities include subcontracting portions of the MEP, AV, or lighting design scope, as well as engaging MBE, WBE, or LBE firms for unidentified disciplines (vertical transportation, specifications, hardware, etc.).



## UNIVERSITY OF PITTSBURGH, 5051 CENTRE

The design for the 5051 Centre will sensitively restore and preserve the original character of the 207,000 SF, eight-story Ford Building while establishing a distinct yet architecturally respectful 157,170 SF laboratory-tower addition and 325-car parking facility.

# 2.8

## Additional Information

- » **Addenda Acknowledgement** (p. X)
- » **Certificate of Insurance** (p. X- X)

ZGF :: Science and Engineering Innovation and Research Building, University of Texas  
Arlington, Texas

**ADDENDUM NO.1**  
**Request for Proposals (RFP)**

**Date** 12/1/2020

**To** designLAB architects  
JSA (Joel Sanders Architect) and ZGF  
Perry Dean Rogers Partners Architects  
Pfeiffer Partners Architects  
Schwartz/Silver

**Project** Milton S. Eisenhower Library Modernization  
**School / Division** Sheridan Libraries

**From** Mardel Miller-Kowalewski, JHFRE Design and Construction  
Sr. Contracts Administrator

**TOTAL PAGES:** 1- Page + 3 Attachments

All information in this addendum shall be noted and is hereby made part of the RFP Documents. Its provisions supplement and / or supersede those of the previously issued RFP documents. ***Bidder shall acknowledge receipt of this Addendum by placing a signed copy at the end of the RFP Response.*** Failure to do so may subject bidder to disqualification.

**CLARIFICATIONS AND ADDITIONAL INFORMATION**

1. Additional Pictures attached and listed as:

- HSC Site and Pathways – 3 Pages
- Milton S. Eisenhower Library Room Highlights -112420 – 6 Pages
- Photos from Schwartz/Silver JHU Feasibility Study (Appendix A) – 3 Pages

Seb Choe  
\_\_\_\_\_  
Printed Name

Joel Sanders Architect / ZGF  
\_\_\_\_\_  
Company Name

  
\_\_\_\_\_  
Signature

12/01/2020  
\_\_\_\_\_  
Date



Johns Hopkins Facilities and Real Estate  
3910 Keswick Road Suite N3100  
Baltimore, MD 21211

**also home to the Department of Special Collections and the Department of Conservation and Preservation.**

**The new Hopkins Student Center will include spaces for relaxation and socialization, creative and performing arts spaces, student resources and support services, lounges, a digital media center, a performance space with seating for 200 people, and a dynamic dining hall that connects directly onto a new plaza along Charles Street. The facility will satisfy the long-acknowledged need for a true non-academic gathering spot on the Homewood campus.**

- 37. Can JHU share the full Facilities Assessment Report, as well as the Full Programing Reports?  
**Facilities Assessment Report is included as part of this addendum. JHU will not be issuing the MSEL Modernization programming report from the feasibility study effort.**
- 38. Are there any historic, landmark or other designations on the MSEL building?  
**No**
- 39. **JHU Economic Inclusion for this project will be MBE 5% and LBE 5%.**
- 40. **Attachments to be sent directly from JHU One Drive will be as follows:**
  - Aerial Photo - 1 photo
  - BLC Bid Set Drawings - 5 enclosed
  - BLC Photos - 15 photos
  - Facility Condition Reports - 2 reports (2011 and 2018)
  - MSEL Exterior Photos - 14 photos
  - MSEL Lobby Photos - 4 photos
  - MSEL Existing Plans with Room Names and Current Space Use Information
  - Combined Utility
  - MSE Library Asbestos Summary
  - Partial Campus Topo Survey
  - SchwartzSilver – JHU MSEL Feasibility Study – FINAL Report

Seb Choe  
 \_\_\_\_\_  
 Printed Name

Joel Sanders Architect / ZGF  
 \_\_\_\_\_  
 Company Name



\_\_\_\_\_  
 Signature

12/09/2020  
 \_\_\_\_\_  
 Date

**ADDENDUM NO.3**  
**Request for Proposals (RFP)**

**Date** 12/14/2020

**To** designLAB architects  
JSA (Joel Sanders Architect) and ZGF  
Perry Dean Rogers Partners Architects  
Pfeiffer Partners Architects  
Schwartz/Silver

**Project** Milton S. Eisenhower Library Modernization  
**School / Division** Sheridan Libraries

**From** Mardel Miller-Kowalewski, JHFRE Design and Construction  
Sr. Contracts Administrator

**TOTAL PAGES:** 1 – Page + Appendix C – Bid Fee Form Template

All information in this addendum shall be noted and is hereby made part of the RFP Documents. Its provisions supplement and / or supersede those of the previously issued RFP documents. ***Bidder shall acknowledge receipt of this Addendum by placing a signed copy at the end of the RFP Response.*** Failure to do so may subject bidder to disqualification.

**CLARIFICATIONS AND ADDITIONAL INFORMATION**

1. Question 9 states that fees from the Landscape Architect and Civil Engineer will be negotiated after award. However, question 10 states that fees from those consultants should be included in the calculation of MBE and LBE participation. Given that WRA is an LBE, and that both firms will contribute to the calculation of total fee, it does not seem possible to calculate accurate MBE or LBE participation without knowing their fees. Please advise on how to proceed.

**Estimate 2.5% of total fee for Civil Engineer**

**Estimate 3.0% of total fee for Landscape**

2. We have 12 consultants but the fee document has space for 8.  
**Appendix C – Bid Fee Form Template updated to accommodate up to 12 consultants (enclosed)**

Seb Choe

Printed Name



Signature

Joel Sanders Architect / ZGF

Company Name

12/15/2020

Date

Client#: 325450

ZIMMEGUN

**ACORD**<sup>TM</sup>

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

6/26/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER <b>USI Insurance Services NW PR</b> 601 Union Street, Suite 1000 Seattle, WA 98101	CONTACT NAME: <b>Please See Below:</b>		
	PHONE (A/C, No, Ext): <b>206 441-6300</b>	FAX (A/C, No): <b>610-362-8530</b>	
E-MAIL ADDRESS: <b>Seattle.PLCertRequest@usi.com</b>			
INSURED <b>Zimmer Gunsul Frasca Architects LLP</b> 1223 SW Washington Street, Suite 200 Portland, OR 97205	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : <b>National Fire Insurance Co. of Hartford</b>		<b>20478</b>
	INSURER B : <b>Continental Insurance Company</b>		<b>35289</b>
	INSURER C : <b>SAIF Corporation</b>		<b>36196</b>
	INSURER D : <b>American Casualty Company of Reading PA</b>		<b>20427</b>
	INSURER E : <b>Valley Forge Insurance Company</b>		<b>20508</b>
INSURER F : <b>XL Specialty Insurance Company</b>		<b>37885</b>	

**COVERAGES**

**CERTIFICATE NUMBER:**

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>WA Stop Gap</b> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	6076311048	07/01/2020	07/01/2021	EACH OCCURRENCE \$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000
							MED EXP (Any one person) \$15,000
							PERSONAL & ADV INJURY \$1,000,000
							GENERAL AGGREGATE \$2,000,000
							PRODUCTS - COMP/OP AGG \$2,000,000
							<b>Stop Gap/EL</b> \$1,000,000
E	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	BUA6076311065	07/01/2020	07/01/2021	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
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							AGGREGATE \$10,000,000
							\$
B C D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	X	WC6076311101 (CA)	07/01/2020	07/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
				966670 (OR)	07/01/2020	07/01/2021	E.L. EACH ACCIDENT \$1,000,000
				WC6076311082 (AOS)	07/01/2020	07/01/2021	E.L. DISEASE - EA EMPLOYEE \$1,000,000
F	<input checked="" type="checkbox"/> Professional Liab Includes: <input checked="" type="checkbox"/> Pollution Liab	X	X	DPR9962018	07/01/2020	07/01/2021	\$1,000,000 Per Claim
							\$2,000,000 Annl Agg.

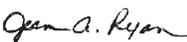
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**\*\*Please note that limits shown above may not represent the full limits of coverage carried by the Named Insured, but are shown as evidence that coverage is carried with limits at least as high as is required by contract.**

Proof of Insurance.

**CERTIFICATE HOLDER**

**CANCELLATION**

FOR INFORMATIONAL PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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