



Expression of Interest

by

D. W. ARTHUR ASSOCIATES ARCHITECTURE, INC.

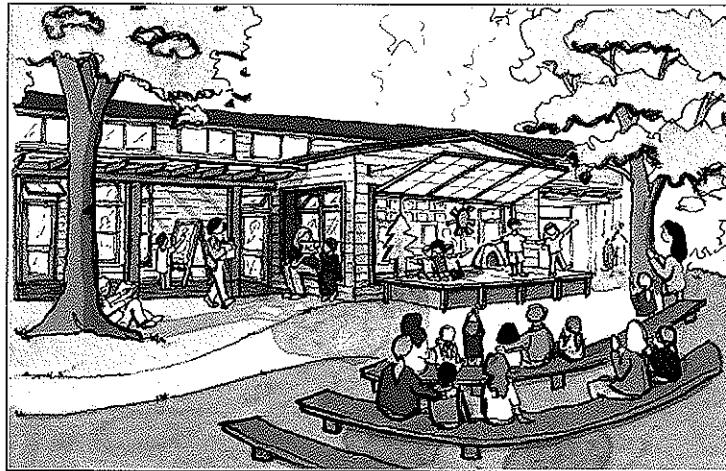
for

Capitol Day Care Center  
106 Michigan Avenue  
Charleston, West Virginia

RFQ # GSD 116404

State of West Virginia  
Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

Date: September 21, 2010



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2010 SEP 22 A 10: 08

PURCHASING DIVISION  
STATE OF WV

D. W. ARTHUR ASSOCIATES ARCHITECTURE, INC.

September 21, 2010

Ms. Krista Ferrell  
Department of Administration  
Purchasing Division  
Building 15  
2019 Washington street, east  
Charleston, WV 25305-0130

Re: Expression of Interest (EOI)  
RFQ number GSD116404

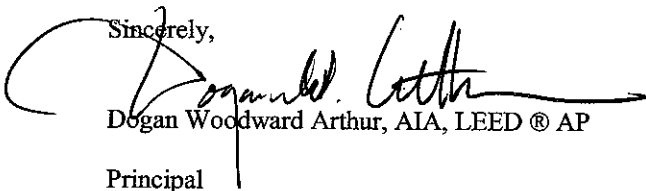
Dear Ms. Ferrell,

D.W. Arthur Associates Architecture, Inc., together with our proposed sub-consultants, is pleased to submit our qualifications to provide design services for the new Capitol Day Care Center at 106 Michigan Avenue in Charleston. It is our hope that the enclosed materials convey the extent of both our experience with, and commitment to the design of environments specifically intended to support the highest quality early learning and development programs. We have organized our proposal materials consistent with your Request for Qualifications.

Enclosed are four identical copies of our expression of interest. We have also attached a signed copy of the addendum acknowledgement, though we understand that no addenda were issued.

Please do not hesitate to call if you have any questions or would like additional information. We look forward to speaking with you soon.

Sincerely,



Dogan Woodward Arthur, AIA, LEED ® AP

Principal  
e-mail: dogan@dwarthur.com

Encl: Expression of Interest (4 copies)  
Addendum acknowledgement

cc: file



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

**Request for  
 Quotation**

RFQ NUMBER  
**GSD116404**

PAGE  
**1**

ADDRESS/CORRESPONDENCE TO ATTENTION OF  
**KRISTA FERRELL  
 304-558-2596**

RFQ COPY  
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VENDOR

BUYER

DEPARTMENT OF ADMINISTRATION  
 GENERAL SERVICES  
 BUILDING I ROOM MB60  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0123 304-558-2317

DATE PRINTED <b>08/25/2010</b>	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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BID OPENING DATE: **09/22/2010** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		906-07		
<p>A&amp;E SERVICES FOR DESIGN OF NEW CAPITOL DAY CARE</p> <p>EXPRESSION OF INTEREST (EOI)</p> <p>THE WEST VIRGINIA STATE PURCHASING DIVISION FOR THE AGENCY, THE WEST VIRGINIA DIVISION OF GENERAL SERVICES, IS SOLICITING EXPRESSIONS OF INTEREST FOR QUALIFIED PROFESSIONAL ARCHITECTURAL AND ENGINEERING FIRMS TO PROVIDE DESIGN OF A NEW CAPITOL DAY CARE CENTER TO BE LOCATED AT 106 MICHIGAN AVENUE IN CHARLESTON, WEST VIRGINIA PER THE ATTACHED SPECIFICATIONS.</p> <p>TECHNICAL QUESTIONS CONCERNING IS SOLICITATION MUST BE SUBMITTED IN WRITING TO KRISTA FERRELL IN THE WEST VIRGINIA STATE PURCHASING DIVISION VIA MAIL AT THE ADDRESS SHOWN IN THE BODY OF THIS EOI, VIA FAX AT 304-558-4115, OR VIA EMAIL AT KRISTA.S.FERRELL@WV.GOV. DEADLINE FOR ALL TECHNICAL QUESTIONS IS 09/09/2010 AT THE CLOSE OF BUSINESS. ANY TECHNICAL QUESTIONS RECEIVED WILL BE ISSUED BY FORMAL ADDENDUM TO BE ISSUED BY THE PURCHASING DIVISION AFTER THE DEADLINE HAS LAPSED.</p> <p>EXHIBIT 10</p> <p>REQUISITION NO.: .....</p> <p>ADDENDUM ACKNOWLEDGEMENT</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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<p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p> <p>NO. 1 .....            NO. 2 .....            NO. 3 .....            NO. 4 .....            NO. 5 .....</p> <p style="text-align: center;">NO ADDENDA ISSUED</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF TH ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF EOIS.</p> <p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: right;">             SIGNATURE            D.W. ARTHUR ASSOCIATES ARCHITECTURE, INC.            COMPANY            9/21/10            DATE         </p>						

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<p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE EOI.</p> <p>REV. 09/21/2009            BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p style="text-align: center;">NOTICE</p> <p>A SIGNED EOI MUST BE SUBMITTED TO:</p> <p style="text-align: center;">DEPARTMENT OF ADMINISTRATION            PURCHASING DIVISION            BUILDING 15            2019 WASHINGTON STREET, EAST            CHARLESTON, WV 25305-0130</p> <p>THE EOI SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE EOI MAY NOT BE CONSIDERED:</p> <p>SEALED EOI</p> <p>BUYER: KRISTA FERRELL-FILE 21</p> <p>RFQ. NO.: GSD116404</p> <p>BID OPENING DATE: 09/22/2010</p>						

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BID OPENING DATE: **09/22/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	QTY NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>BID OPENING TIME: 1:30 PM</p> <p>PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR EO1:  <u>(617) 426-2273</u></p> <p>CONTACT PERSON (PLEASE PRINT CLEARLY):  <u>DOUGAN W. ARTHUR (617) 426-2200 X.109</u></p> <p>***** THIS IS THE END OF RFQ GSD116404 ***** TOTAL: _____</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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**Expression of Interest: Table of Contents**

**Capitol Day Care Center  
Charleston, West Virginia  
State of West Virginia**

**RFQ # GSD 116404**

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- c. Proposed project consultants
  - 1. Mills Consulting
  - 2. RDK Engineers
  - 3. Richmond So Engineers
- d. Firm Statement re. capacity
- e. Firm Statement re. property
- f. Evidence of regulatory conformance
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## **I. Concepts Discussion (4.2.1)**

On the following page, we have included a brief discussion of our initial responses based on the information available from the RFQ.



## I. Concepts Discussion (4.2.1)

We have read the Background, General Requirements and Project Description in the RFQ, and have some initial responses about the project. It is apparent from the RFQ that there are aspirations for the new Capitol Day Care Center to be innovative and to provide high a quality experience for young children. These goals dovetail with our practice completely and we are very excited about the prospects for this project.

First it should be noted that we approach each project as a completely new design challenge. Although we have vast experience to draw on, we do not come to a project with any preconceived solutions in mind. Instead, we approach all child care projects as unique opportunities to further evolve the best practices for the development of environments for young children.

The creation and realization of a new children's center involves a considerable amount of process, the beginning of which we often refer to as "discovery". It is very important to establish goals for the project early on, and to carefully synthesize aspirations for the project with the various constraints (these could include site size and other limitations, schedules, and of course construction budgets). We embrace and often lead this discovery process. We then carry the goals that have been established through the design process, so they are fully realized in the final design.

Early on in our engagement, we meet with the sponsorship team and carefully observe, listen and analyze prior to developing a design. We help to distill the stakeholder's and sponsor's goals for the program. We also observe and familiarize ourselves with the physical context of the site. The building should respond not only to its immediate site and neighbors, but also to the greater context (urban, suburban, rural, etc.) within which the site resides.

We believe that the design of children's environments should consider the outside spaces as important as the interior. With this in mind, we always strive to fully integrate the exterior environment into the design and create a strong relationship between the building's interior and exterior spaces. Whether the site is flat or has considerable topography will have a large impact on the design. Traffic patterns (and noise), vehicular access to and from the site, all impact the design. The local climate, weather patterns, prevailing breezes, the propensity for storms and sun also play a significant role.

The RFQ for this project came to our attention on Sept 17, and thus we have had limited time to complete independent research on the site. However, if the site is somewhat constrained in size, a two-storey solution for the building may be appropriate to investigate. Although for many reasons a single storey building is best suited to child care, we have designed successful two storey child care facilities in the past. Two of the projects we have designed for Teton County, Wyoming include second floor spaces (with rooftop playgrounds adjacent to classrooms).

Given the short time frame we had to prepare this EOI, we did not prepare and graphic concepts for the project. However, if invited for an interview, we anticipate that we will have time to research the site adequately to develop some initial concepts to share.

As noted above, we approach each project with a unique design, tailored to fit the client's needs, budget, and the context of the site. Section IV provides a number of examples of past projects, each responding to its own specific challenges and assets.

**II. Firm/Team Qualifications (4.2.2)**

- a. Firm information sheet**
  - 1. General Firm Introduction**
  - 2. Design Experience in Early Education**
  - 3. Early Education Design Leadership**
- b. DWAAA, INC. team members and resumes**
- c. Proposed project consultants**
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## II. Firm/Team Qualifications (4.2.2)

### a. Firm Information

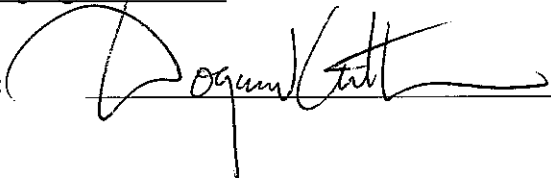
D. W. Arthur Associates Architecture, Inc.  
200 Clarendon Street  
Boston, Massachusetts  
02116

Dogan W. Arthur, AIA, NCARB, LEED AP  
Principal and President

Tel: 617-426-2200 x109

Email: [dogan@dwarthur.com](mailto:dogan@dwarthur.com)

Signature:

A handwritten signature in black ink, appearing to read "Dogan W. Arthur", written over a horizontal line.

On the following few pages, we have provided an overview of our firm and expertise as it relates to this project.

## II. Firm/Team Qualifications (4.2.2)

### 1. General Firm Introduction

D. W. Arthur Associates Architecture, Inc. (DWAAA, INC.) is a full-service architectural firm with extensive experience, and a leading practice in the design of early education environments. We also maintain an active residential, commercial and institutional practice; the blend has enabled our specialized educational designs to be enriched through cross-fertilization with more conventional design and construction experience. We have successfully completed numerous projects with a range of client sponsorships including governmental agencies, educational and medical institutions, corporations, community/volunteer groups, and not-for-profit organizations.

The firm was established in 1988 and has been intentionally managed to be of a size that offers the advantage of allowing the leaders to provide an unusually high degree of individual attention to each project. The office is currently comprised of 8 professionals, including 4 registered architects and design/technical staff.

We share a commitment to sustainable building practices and strongly believe that utilizing principles of energy efficiency, resource sensitivity and utilization of natural materials is an ideal match with the principles of high quality early educational environments. Two architects in our firm, including Principal Dogan Arthur, are LEED accredited professionals, and the firm currently has completed projects which have achieved LEED certification, and projects under construction that are seeking LEED Gold and Silver certification.

A representative list of our services follows:

- Site analysis and selection
- Feasibility studies
- Master planning
- Architectural programming
- LEED certification management
- Codes and regulations analysis
- Permitting and approvals
- Conceptual studies
- Schematic design and design development
- Playground and exterior landscape design
- Interior design
- Furniture, fixtures, and equipment design and selection
- Construction documentation
- Bidding documentation and assistance
- Value engineering services
- Construction administration
- Post-occupancy assessment

## II. Firm/Team Qualifications (4.2.2)

### 2. Design Experience in Early Education

Having dedicated the majority of our design energies to early educational environments for young children since 1989, we have developed a solid foundation in the entire breadth of issues related to the design and delivery of this unique building type, including programmatic, pedagogical, operational, regulatory and budgetary considerations. Our experience with early education includes designs for over 100 programs in new free-standing buildings and renovated existing structures, located in a variety of settings ranging from quiet, rural environments to institutional and mixed-use developments in dense urban environments. Our experience includes projects ranging in size from intimate programs in small church basements to large “campuses” with capacities up to 600 children. Projects we have designed have been completed in over a dozen states. Our child care practice has extended as far as Japan where we have completed designs for three centers.

#### **Designing for child care and early educational development: philosophy and parameters**

The child care center is a truly unique building type and therefore requires a highly specialized design sensibility. Creating safe and engaging environments for early childhood necessitates thinking outside traditional design parameters in part because young children have needs that are fundamentally different than that of older children or adults. For example, standard building practices and detailing that are appropriate for adults and seemingly benign, can present hazardous situations for young children. Likewise, creating an appropriately stimulating environment for young children requires knowledge of their developmental needs at each age and the ability to envision the space from their perspective. A complex and physically rich environment is supportive of the many ways in which children learn and develop. Careful design orchestration can help to ensure that complexity contributes to a harmonious environment.

We have worked with many of the prominent educational and programmatic specialists in the field and are well versed in the leading pedagogical models. We fully understand the importance of the environment and its role in supporting the curriculum. We work closely with each early development provider to ensure that the specific physical characteristics of our designs not only support the principles of each program but also provide new opportunities for exploration and discovery that are not typically present within more traditional environments.

For example, we consider the outdoor environment and the transition areas between the outdoors and classrooms to be areas that are rich with possibilities. Our designs develop and enhance these transitional spaces, and reinforce the continuity of experience between the more enclosed indoor spaces and the more expansive places out-of-doors.

Through our practice as well as lectures and presentations, we have encouraged a re-thinking of the playground environment – moving beyond traditional playground structures with prescriptive formulas for children’s engagement to more open-ended play environments that enable interactions with the natural world and encourage creativity, exploration and discovery.

#### **Successful collaboration with committee clients**

A large percentage of our early education projects have involved organizations with a committee-based approach to decision-making. This has been typical with universities, colleges, secondary schools, medical institutions, corporations, not-for-profits, and other sponsor clients. Through our extensive experience working with committee clients we have developed a facility for bringing groups to consensus. We lead the team by identifying options and tradeoffs, reviewing advantages and drawbacks, and ultimately developing a design that satisfies the whole team.

## II. Firm/Team Qualifications (4.2.2)

### **Leadership through complex approvals and regulatory processes**

In addition to customizing the design for the needs of the children, there are other factors that must be integrated. The combination of goals and requirements posed by the owner, operator, parent groups, and regulatory agencies requires a highly organized and synthetic programming/design process to achieve a successful result. In our 20 years of child care experience throughout the country we have developed an agility enabling us to efficiently condense each state's unique combination of regulatory requirements (building code, fire codes and ordinances, board of health regulations, child care licensing regulations, accessibility regulations, etc.), and incorporate the relevant parameters into our design thinking. We make it a priority in the early stages of our projects to conduct thorough regulatory research, summarize our findings in a regulatory review report that highlights areas of possible concern, and meet with the applicable officials early on to gain consensus so that the project approval process proceeds smoothly. We have also found that our expertise in the field has enabled us to efficiently navigate through these overlapping and sometimes conflicting regulations and to be able to expedite the process of approvals.

Our firm knows how critical it is that 'out-of-the box' thinking about environments for children be grounded in a detailed understanding of the regulatory issues that apply to this building type. Great ideas can be compromised without adequate knowledge of all of the regulations that apply, where these regulations might be in conflict with each other and the process for getting consensus and approval require a highly organized and synthetic programming/design process to achieve a successful result. In a typical project there will be at least two child care regulations and standards that will need to be accommodated (state child care licensing regulations and NAEYC accreditation standards). In addition there will be local and state codes to comply with such as the building code, plumbing code, accessibility regulations, and board of health standards.

### **Experience Working with Limited Budgets and Condensed Schedules**

Limited budgets and condensed schedules are typical for many construction projects and we have found them to be very common for early education facilities. We approach every project with the goal of providing the highest quality environment for young children with cost-effective design and construction strategies. With the depth of experience that we have, we know how to carefully balance the construction investment to maximize the value for the early education programs. Our strategies include designing spaces and details to anticipate the multiple ways they may be used in a child care environment. As an example, we often propose having at least one of the children's bathrooms located on the exterior wall (with a door to the exterior) so that the bathroom can serve the classroom(s) as well as the playground. This strategy allows teachers to stay within ratio when he/she needs to assist a child who needs to use the bathroom without increasing the amount of plumbing for the project.

Often, projects must be constructed on a carefully orchestrated time-table to optimize their value to the families they serve. In several cases, we have designed projects so that they can be constructed and occupied in phases without disruption as the operation grows in capacity. We have also worked with modular/pre-fabricated buildings for child care use in situations demanding quickly delivered solutions to burgeoning child care needs.

## II. Firm/Team Qualifications (4.2.2)

### 3. Early Education Design Leadership

With a commitment to expanding our knowledge base and to practice in the forefront of our discipline, we have collaborated with many of the leading educational, program and operational specialists in the field of early education and have had numerous opportunities to train, educate, and share our experience with others.

#### TRAINING INSTITUTES AND WORKSHOPS

**“Design for Children IN Nature”**  
**National Conservation Training Center**  
**Shepherdstown, West Virginia**  
Speaker and Participant  
2007

During this four-day design institute, Dogan Arthur presented design concepts and strategies intended to encourage children’s engagement in and with nature. Drawing on a range of architectural design traditions and techniques, a wide range of organizational and detailed approaches were described and illustrated. In addition to examinations of ways to encourage outdoor exploration by way of continuity of indoor-outdoor spaces, overall planning strategies were discussed. The theoretical background was then illustrated via a series of case studies, drawn from D. W Arthur Associates Architects’ project portfolio.

The institute attracted a broad cross section of individuals committed to improving environments and programs for young children. Organized by the Natural Learning Initiative, speakers included landscape architects, educators, environmental psychologists, researchers and practitioners in the fields associated with children’s learning. The venue was the U. S. Fish and Wildlife Department’s National Training Center, which occupies in a beautifully diverse landscape in West Virginia. A highlight of the institute included a “dragon search” adventure into the woods and down to the Potomac River

**“The Institute for Child Care Design”**  
**Harvard University Graduate School of Design**  
Speaker and Design Critic  
2000-2008

During this week-long professional development course, Dogan Arthur has presented conceptual design and technical information to the institute participants who represent diverse disciplines and include architects, educators, real estate developers, institutional benefits providers and landscape architects. Presentations have incorporated problem-solving techniques for the design of high quality children’s environments in a range of applications utilizing case studies from D.W. Arthur Associates’ project experience. Design topics have addressed interior, exterior, and “in-between” spaces.

Dogan has also been the visiting critic for the design reviews on the final day of the institute. In this role, he has reviewed, in an open forum, the designs produced by participants on the fourth day. These final reviews are usually a dynamic and enlightening event for all involved, as varying approaches to design of child care spaces can be compared by seasoned practitioners and design novices alike.

## II. Firm/Team Qualifications (4.2.2)

**“Building Stronger Centers” Training Institute  
Children’s Investment Fund (CIF), Boston**  
Speaker and Design Critic  
2002-2008

D. W. Arthur Associates Architects has participated in design clinics sponsored by this investment fund, which supports early education providers seeking assistance with improvement projects for physical environments supporting existing programs. In this forum, Dogan Arthur has also delivered presentations on the evolving approaches to the design of playgrounds and outdoor environments for early childhood, and their relationships to interior spaces.

**Presentation on Outdoor Environments for Young Children,  
Playground Design Workshops  
Local Initiative Support Corporation (LISC), Connecticut and Rhode Island.**  
Speaker, Workshop Director and Design Critic  
2003-2004

D. W. Arthur Associates Architects has provided hands-on design education for early education providers attending workshops sponsored by LISC, a community development corporation. The presentation at the workshops introduces providers to a range of design issues including codes and regulations, safety and technical issues, site and design considerations. The presentation is followed by a hands-on design exercise in which participants are assisted in developing a design for a selected site and program. The workshop concludes with a “pin-up” final review, in which all participants present their solutions and discuss the varying approaches to a similar design challenge.

### **LECTURES, PRESENTATIONS, AND PUBLICATIONS**

**Child Care Center Design Guide**  
**Local Initiatives Support Corporation**  
2006

Working closely with LISC, a New York based organization committed to the generation of high quality child care programs, we developed a fully detailed and illustrated guide to assist with the design of child care environments. The guide comprehensively addresses design issues and is intended to assist caregivers, educational professionals, designers and architects. Dogan Arthur was the lead author, and the firm produced all illustrations and most of the project photographs.

**Family Child Care Designs; Child Care Center Design Ideas**  
**LISC Rhode Island**  
2004

D. W. Arthur Associates Architects has developed a series of illustrations for utilization in a variety of training venues and media sponsored by LISC. The collection of images is intended to communicate design ideas that support high-quality environments for child care.



## II. Firm/Team Qualifications (4.2.2)

### **“CourtCare”**

#### **Court Child Care Conference for Massachusetts Trial Courts**

Presenter

1999

This conference was organized to promote the proliferation of child care solutions for those utilizing the Massachusetts Trial Courts. The presentation focused on the design by D. W. Arthur Associates for a drop-in center for children at the Edward W. Brooke Courthouse in Boston.

#### **Design of Environments for Early Childhood Learning**

#### **Seminar at convention of the National Association for the Education of Young Children (NAEYC), Washington, DC**

Speaker

1995

Dogan Arthur led this seminar on the design of environments for early childhood learning. The primary objective of the presentation was to enable child care providers and developers to improve communications with designers in order to realize their goals for the physical environment.

#### **Symposium on Design and Development Issues Surrounding Early Childhood Development Environments**

#### **Build Boston (Construction Industry convention)**

Panelist

1994

Dogan Arthur presented and addressed workshop participants as a panelist on the design of environments for early childhood learning. Attendees included designers, industry representatives and owners.

#### **Child Care and the Americans with Disabilities Act**

#### **Symposium sponsored by Work/Family Directions and Bright Horizons**

#### **Children’s Centers**

Presenter and panelist

1994

This symposium comprised leading authorities in the field of early childhood development and addressed the impact of the ADA on child care environments. Initial ideas were explored by leaders in the field for strategies to achieve barrier-free or universal design.

## II. Firm/Team Qualifications (4.2.2)

### b. DWAAA, INC. team members

#### **Dogan (Woodie) Arthur, Principal**

Woodie will lead the project through programming and design, and remain intimately involved throughout the project execution.

#### **Chris Howe. Associate in Charge**

Chris will work with Woodie to develop the project throughout, and be the day-to-day contact person.

#### **Adam Collier, Project Designer**

Adam will be fundamental to the in-house team, coordinating efforts in design and with all consultants, and leading the development of the construction documents. Adam will also provide the majority of the construction administration services as the project is being built.

#### **Dino Indra, Job Captain**

Dino will be primary staff person to produce drawings and documents, supporting the team with design studies, etc.

Resumes for each team member follow.

*Resume*

**Dogan Woodward Arthur, AIA**

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*Active Registrations* Connecticut, Maryland, Massachusetts, New Jersey, New York, Pennsylvania.

*Professional Affiliations* NCARB Certified: National Council of Architectural Registration Boards  
AIA: American Institute of Architects  
BSA: Boston Society of Architects  
LEED Accredited Professional: United States Green Building Council

**Education**

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**Harvard University Graduate School of Design** Cambridge, MA  
Master of Architecture, 1985.  
Letter of Commendation

**Dartmouth College** Hanover, NH  
A.B. in Engineering Sciences, 1978.

**Professional Leadership**

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*Speaker/Design Critic* **Harvard University Design School** Cambridge, MA  
*The Institute for Child Care Design.* Presenter, during week-long professional development course, of conceptual design and technical information to participants of diverse disciplines including architects, child care providers, institutional benefits providers, real estate developers, landscape architects. 2000 – 2008.  
Presentation topics include:

- Application of problem-solving techniques for the design of high quality children's environments utilizing case studies from our firm's project experience.
- Focus on the design of appropriate interior, exterior, and "in-between" spaces to support early childhood development.

*Presenter/Design Critic* **Children's Investment Fund** Boston, MA  
*Building Stronger Centers Training Institute.* Participated in design clinic with group of providers seeking assistance with improvement projects for physical environments supporting existing programs, 2002-2008; delivered presentation on playgrounds and outdoor environments for early childhood, 2003, 2004.

*Speaker* **National Conservation Training Center** Shepherdstown, WV  
*Design for Children in Nature.* Cross disciplinary design institute for individuals committed to improving environments and programs for young children. Presented design concepts and strategies intended to encourage children's engagement in and with nature. 2007.

*Speaker, Workshop Director* **Local Initiative Support Corporation (LISC)** CT and RI  
*Presentation on Outdoor Environments for Young Children.* The firm has provided hands on design education for early education providers attending workshops sponsored by LISC, a community development corporation. 2003-2004.

*Graphics* **LISC Rhode Island**  
*Family Child Care Designs; Child Care Center Design Ideas.* Developed a series of illustrations for utilization in a variety of training venues and media sponsored by (LISC). 2004.

*Speaker* **CourtCare** Boston, MA  
*The 1999 Court Child Care Conference.* Presenter during conference organized to promote the proliferation of child care solutions for those utilizing the Massachusetts Trial Courts. Presentation focused on our recently completed design for a drop-in center for children at the Edward W. Brooke Courthouse Children's Center in Boston. 1999. *continued*

D. W. ARTHUR ASSOCIATES ARCHITECTURE, INC.

*Resume*

**Christopher D. Howe, Associate**

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Registered Architect: Massachusetts

**Education**

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**Roger Williams University** **Bristol, RI**  
Bachelor of Architecture, 1996  
Member Roger Williams University chapter of AIAS  
Member of the Alpha Chi National Honor Society  
Member of Tau Sigma Delta National Architecture Honor Society  
AIA Scholarship recipient

**Vermont Technical College** **Randolph Center, VT**  
Associate of Applied Science in Architectural and Building Engineering Technology, 1988

**Professional Practice**

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*Associate* **D. W. Arthur Associates Architects** **since 1996**  
Responsibilities include designing and managing new child care, institutional, commercial, and residential construction projects. Schematic design, design development; construction drawing production, detailing on AutoCAD, construction administration. In addition to being proficient in the full range of architectural skills, also leads and manages teams from project inception through completion.

Management of the following early childhood education projects:

Harvard Business School/Soldier's Field Park Children's Center  
Harvard University/Peabody Terrace Children's Center  
Citigroup Jacksonville Children's Center  
Meriden Children First Child Care and Social Services Center  
Upper Gwynedd Child Learning Center, Merck & Co., Inc.  
West Point Child Learning Center, Merck & Co., Inc.  
Bright Horizons at Landmark Center  
First USA Back-Up Child Care Center  
Crosby Corporate Child Care Center  
Cummings Center Child Care Center  
Du Pont Child Care Center  
Meriden Head Start  
Acelero Head Start projects NY, NJ  
Horizons for Homeless Children at White Rock  
Bright Horizons at Prudential Center

*Job Captain* **Randall T. Mudge & Associates Architects** **Lyme, NH**  
Design, drafting, specifications writing, project management on commercial, residential, and institutional projects.

*Draftsman* **Yankee Barn Homes, Inc.** **Grantham, NH**

*Carpenter* **Russell F. Howe Builders, Inc.** **West Brattleboro, VT**

D. W. ARTHUR ASSOCIATES ARCHITECTURE, INC.

*Resume*

**Adam Collier**

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**Education**

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**Harvard Graduate School of Design** Cambridge, MA  
Master of Architecture 2000.

**London College of Furniture** London, UK  
City & Guilds Cabinetmaking with distinction, 1988.

**Goldsmith's College, University of London** London, UK  
BA (honors) Fine Art, 1984.

**Professional**

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*Project Architect* **D. W. Arthur Associates Architects** since 2000  
Responsibilities include designing and managing child care, commercial, institutional and residential construction projects. Schematic design, design development, construction drawing production, interior and exterior detailing, models and presentation drawings prepared in various media employing AutoCAD and 3-D modeling programs.

Management/design involvement in the following projects:

*Child Care/Early Education:*  
Coming Children's Center  
Beacon Hill Nursery School  
Prudential Center projects  
Horizons for Homeless Families  
LISC projects  
Acelero Learning  
Teton County Children's Learning Center – The Ranch  
Teton County Children's Learning Center – Elk Refuse

*Intern Project Architect* **Haynes & Garthwaite Architects** Norwich, VT  
Responsible for design, detailing, and construction drawings; set up office CAD system.

*Intern Architect* **Richard Meier & Partners** New York, NY  
Design competition work including design development, model making, coordinating with consultants.

*Modelmaker* **Adam's Models** London, UK  
Constructed models for architects, industrial, product and furniture designers.

**Teaching Experience**

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*Woodshop Director* **Harvard Graduate School of Design** Cambridge, MA  
Oversees operation of school's woodshop.

D. W. ARTHUR ASSOCIATES ARCHITECTURE, INC.

Resume

**Dino Indra**

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**Education**

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**Wentworth Institute of Technology** **Boston, MA**  
Bachelor of Architecture, 2005

Design Excellence Award by Architecture Department, 2005  
Dean's List, 2000 & 2003

**Parahyangan University** **Bandung, Indonesia**  
Industrial Engineering, 1997-1999

**Professional Practice**

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*Designer/manager* **D. W. Arthur Associates Architecture, Inc.** **since 2005**

Responsibilities include designing, documentation and construction management of new child care, institutional, and commercial projects. Schematic design, design development, presentation drawings; construction drawing production, detailing on AutoCAD, 3-D modeling; construction administration.

Design, documentation and construction administration of the following early education projects:

- Williams College Children's Center
- Coming Children's Center
- JCC Early Childhood Center at Temple Sinai
- Teton County Children's Learning Center – The Ranch at Rafter J
- Teton County Children's Learning Center – Elk Refuge
- The Montessori Children's School at Jacksonville, NC.
- Greenstart Early Childhood Pavilion

*Designer* **The Backyard Collaborative** **Boston, MA**  
CAD and manual drafting, model making, existing conditions documentation, coordination of project teams. Summers 2003 & 2005.

*Team Member* **JakArt** **Jakarta, Indonesia**  
Construction coordination, model making, photographer, etc. as part of team constructing architectural installation as part of Arts Festival.

## II. Firm/Team Qualifications (4.2.2)

### c. Project Consultants

We have assembled a team of seasoned professionals to provide you with the highest level of expertise and best value for the new Capitol Day Care Center project. We have worked with Linda Mills of Mills Consulting on a number of projects, most recently two children's centers at Harvard University (the second of which is in construction). We find that Linda and our expertise dovetail exceptionally well, providing seamless leadership and support from needs assessment, conceptualization and program development all the way through construction, final set up, licensing and opening. We have included Mills as a potential asset to the overall team, however we would be pleased to discuss respective roles once we have more information about the project.

We have also worked with RDK engineers on numerous child care projects, and they are our MEP/FP consulting engineers for our GSA IDIQ contract for which we are providing design services on federal child care projects up and down the east coast. The structural engineer we've selected, Richmond So, is also a firm we have had an excellent ongoing relationship with.

We intend to team up with a civil/site engineer local to Charleston, as this work is best performed by professionals intimately familiar with local conditions. This kind of arrangement has worked well for us on numerous projects in various geographic regions. However, if preferred by your team, we would be comfortable teaming with MEP/FP engineers and/or structural engineers who are local to the project site. We have worked in this kind of arrangement in the past and found it to work very well.

Background information on each firm, including resumes, follows.

**Linda Mills**  
**President, Mills Consulting Group, Inc.**

Linda Mills has over 30 years of experience in the field of early care and education, and is President of Mills Consulting Group, Inc., a child care and work life consulting firm based in Massachusetts. Ms. Mills is a leader in the area of employer supported child care services, and has extensive experience working with state governments regarding research on their child care delivery systems. She has advised policy-makers on child care issues, addressed U.S. and European conferences on work-life issues, and lectures often at colleges and universities. She is a founding board member of the National Association of Child Care Resource and Referral Agencies (NACCRRA).

Ms. Mills has extensive experience working with child care programs, school age programs and non-profit community organizations. She consults with state agencies on child care and work-life issues, develops child care initiatives for large and small employers, and conducts program evaluations and research. She also works with community-based child care referral organizations across the U.S. on management, marketing, funding strategies, and customer service.

Ms. Mills' expertise in the field includes work in a variety of areas, including:

- Government studies related to market rate, recruitment and retention, school readiness, and profiles of child care workforce.
- Non-traditional child care studies
- Community child care development
- Evaluation of state child care projects and systems
- Child care initiatives including center start-up, tuition assistance plans, backup care, vacation care, and summer programs.
- Development of collaboratives designed to support work-life initiatives
- Needs assessment surveys and focus groups

Ms. Mills holds a B.A. in Child Development and an M.S. in Leadership in Early Childhood Education.



## **Mills Consulting Group, Inc.**

Founded by Linda Mills, Mills Consulting Group, Inc. has been providing consultation services to early care and education programs, private schools, institutions of higher learning, state governments, non profit organizations, and private employers for over twenty years. Our firm is dedicated to providing quality early care and education consultation, research and evaluation services to a diverse client base nationwide.

Much of our work includes assisting clients with child care center start up initiatives; this encompasses various stages of work, from starting with a needs assessment to developing a budget to working with architects to design the indoor and outdoor space and outfitting classrooms. When designing space, it is typical for us to assist in determining the group size and corresponding classroom size for each group, based on licensing regulations and goals for providing quality early care and education programming. Once the size requirements have been determined, we work closely with the architects regarding how programmatic demands interface with the space design. We pride ourselves on being available to our client and their architects in every phase of the design process. Some of our recent clients in this arena have included Harvard University, Yale University, Reebok, Trinity Church and the Jewish Community Centers of Greater Boston.

As an early care and education research and consulting firm, we have a solid understanding of the early childhood field and the needs of professionals working in the field, as well as children and families. This enables us to provide valuable insight on the design of early learning spaces for young children.

## **Experience**

### **Professional Experience**

**Mills Consulting Group, Inc.**  
**Concord, MA**  
**President**

1989 to present

- Conduct child care market rate and workforce studies for state and local government agencies
- Design innovative, personalized child care and/work-life initiatives including child care center start-up and expansion consultation, tuition assistance planning, needs assessment surveys and general work-life benefits planning
- Provide consultation to architects regarding quality space design for early education and care programs
- Conduct child care center program evaluation
- Provide training to groups interested in increasing child care quality and capacity and promoting school readiness
- Provide consultation and training to child care resource and referral agencies throughout the country
- Provide consultation and evaluation services to government agencies nationwide
- Provide consultation on flexible work arrangements
- Facilitate employer collaboration efforts
- Design subsidy programs for child care
- Provide services for the recruitment of child care center administrators/directors
- Provide strategic planning consultation for child care organizations
- Provide financial consultation to child care programs

**Child Care Resource Center**  
**Cambridge, MA**  
**Coordinator, Corporate Child Care Services**

1982–1989

- Leadership role in employer-supported child care initiatives locally and nationwide
- Planned day care center development and subsidy programs for employers
- Managed over 50 resource and referral contracts for Boston and New England employers
- As member of CCRC management team, supervised corporate team of 12 employees

<i>How Labor Force Studies Show Us the Way</i>	2002
<i>Subsidy Management/Market Rate Surveys</i>	2000
<b>New Mexico State Office for Child Care</b>	2002
<i>Child Care Market Study</i>	
<b>Child Welfare League of America</b>	2002
<i>Child Care Workforce Development</i>	
<b>Smart Start</b>	2002
<i>Child Care Capacity Building Initiatives</i>	
<i>Enhancing Your Local Partnership</i>	
<b>Indiana Association of CCR&amp;Rs</b>	2001
<i>Working with Employers</i>	
<b>Nebraska Association for the Education of Young Children</b>	2001
<i>Beyond Market Rates</i>	

## **Education**

<b>Wheelock College</b>	
Boston, MA	
M.Ed., Leadership in Early Childhood Education	1979
<b>University of Rhode Island</b>	
Providence, RI	
B.S., Child Development	1964

**RDK at a Glance**

**Stability**  
 In business since 1988  
 Awarded 100+ patents

**Superior Service**  
 80% of our revenue is from repeat clients  
 100% of our clients are satisfied

**Quality**  
 Employee training  
 Client satisfaction  
 Design excellence  
 Project delivery  
 Innovation  
 Risk management

**Locations**  
 Atlanta, GA  
 Boston, MA  
 Charlotte, NC  
 Chicago, IL  
 Dallas, TX  
 Denver, CO  
 Detroit, MI  
 Fort Worth, TX  
 Houston, TX  
 Indianapolis, IN  
 Jacksonville, FL  
 Kansas City, MO  
 Las Vegas, NV  
 Little Rock, AR  
 Los Angeles, CA  
 Miami, FL  
 Minneapolis, MN  
 New York, NY  
 Oklahoma City, OK  
 Omaha, NE  
 Phoenix, AZ  
 Portland, OR  
 Raleigh, NC  
 San Antonio, TX  
 San Diego, CA  
 Seattle, WA  
 Tampa, FL  
 Wichita, KS

**best AEC firms**  
 to Work For  
**BUILDING**  
 DESIGN - CONSTRUCTION

**2009 small business of the year awards**



**RDK ENGINEERS** is a specialized mechanical and electrical engineering firm offering a spectrum of engineering services - total building systems solutions. We are one of the region's leading MEP specialty firms.

**Firm Size**

Our 180+ member professional staff includes:

- Mechanical engineers
- Electrical engineers
- Plumbing engineers
- Fire protection engineers
- Audiovisual engineers
- Commissioning engineers
- Communication distribution designers
- Project managers
- Technical and administrative support personnel
- Code consultants

**Market Sectors**

- Healthcare and hospitals
- Academic
- Commercial
- Government
- Historic and adaptive reuse
- Hotel and hospitality
- Industrial and manufacturing
- Municipal
- Residential
- Retail and mixed-use
- Science and high tech
- Transportation

**Practical Innovation/ Green Technologies**

RDK's innovative designs incorporate the use of a wide variety of cutting edge, environmentally conscious technologies. Nearly 20 percent of our staff members are LEED® Accredited Professionals. RDK is also a corporate member of the U.S. Green Building Council.

## Representative Projects

### Childcare Facilities



UMMMC Child Care Center

***GSA, William J. Green Jr. Federal Building Child Care Center, 600 Arch Street, Philadelphia, PA***

MEP/FP design for the renovation of the existing child care center. The renovations consist of approximately 2,750 SF including a new infant and activity room, one new cooking kitchen, multi-purpose room and a teacher's break lounge.

***GSA, Fed Kids Childcare Expansion, Jacob Jarvis Federal Building, 26 Federal Plaza, New York, NY***

MEP/FP design for the partial renovation of the existing child care center on the first and second floors. The MEP/FP/IT renovations will consist of approximately 3,000 SF including new first floor classroom, common kitchen/food prep and children's toilet room. The second floor renovations include new multipurpose room, children's toilet room and new teachers lounge.

***GSA Child Care, Playground Design, Joseph Addabbo Federal Office Building, New York, NY***

Design services for approximately 1,500 SF of renovation and to the existing outdoor space into an enclosed indoor/outdoor child care center and playground.

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Children's Hospital Childcare Center MEP/FP Due Diligence, Boston, MA***

MEP/FP due diligence feasibility study for approximately 3,000 SF at an existing childcare center located at 21 Autumn Street.

***Head Start, Triumph Childcare Center, Taunton, MA***

MEP/FP engineering for approximately 7,500 SF of space. The upgrades consisted of classrooms, open offices, closed offices, mail-room/copy room, tel/data area, storage area, meeting rooms, break/family room, toilet rooms, and laundry room.

**EDUCATION**

Northeastern University and  
Lincoln College, Various  
Technical Courses

Blue Hills Regional Technical  
Institute, AS, Applied Sciences  
for HVAC Technology, Magna  
cum Laude; AS, Civil/Structural  
Technology

**REGISTRATION/  
PROFESSIONAL**

**AFFILIATIONS**

American Society of Plumbing  
Engineers (ASPE)

American Society of  
Heating, Refrigeration and  
Air Conditioning Engineers  
(ASHRAE) - Past President  
Boston Chapter

International Facility  
Management Association (IFMA)

Northeastern University, Faculty  
Lecturer for the Continuing  
Education Technology Program

Northeastern University,  
Instructor for the Retraining  
Program of the General  
Dynamics Shipbuilders

Massasoit Community College,  
Faculty Lecturer for the HVAC  
Program

Massasoit Community College,  
Advisory Board Committee  
Member for the HVAC  
Technology Program

Mr. Persechini is a Principal and Project Manager at RDK, with 32 years of experience in the building industry. He is responsible for overseeing much of RDK's business, production and engineering activities within the Boston office. His area of specialty lies in the study and design of HVAC systems for a variety of building types. Mr. Persechini has also managed many projects throughout out his career. His experience has included master planning of facilities and utilities, new construction and renovations on a large and small scale, and the design of high-end office facilities including tenant fit-out services.

**RELEVANT EXPERIENCE**

***Harvard Business School Children's Center Expansion #2 Soldiers Field Park, Allston, MA***

MEP engineering services for the renovation of approximately 1,630 SF of existing residential space to a childcare facility. The facility included a multi-purpose room classroom, food preparation area, unisex toilets, and an exterior playground area.

***GSA, William J. Green Jr. Federal Building Child Care Center, 600 Arch Street, Philadelphia, PA***

MEP/FP design for the renovation of the existing child care center. The renovations consist of approximately 2,750 SF including a new infant and activity room, one new cooking kitchen, multi-purpose room and a teacher's break lounge.

***GSA, Fed Kids Childcare Expansion, Jacob Jarvis Federal Building, 26 Federal Plaza, New York, NY***

MEP/FP design for the partial renovation of the existing child care center on the first and second floors. The MEP/FP/IT renovations will consist of approximately 3,000 SF including new first floor classroom, common kitchen/food prep and children's toilet room. The second floor renovations include new multipurpose room, children's toilet room and new teachers lounge.

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Harvey Wheeler Community Center Building, Concord, MA***

MEP/FP system upgrades to the Community Center building, a two story structure built at the turn of the last century. The building houses both a private daycare center and the Town's Council on Aging functions.

***Northborough Senior Center, Northborough, MA***

MEP/FP systems design for a new 14,000 SF facility including offices, cooking kitchen, multi-purpose meeting room and activity rooms, toilets, one shower and office space.

**William F. Punch**  
**Senior Project Manager**

**EDUCATION**

Northeastern University, Building  
Technology Program Certificate

Mt. Ida College, Coyne Electrical  
Program, AS, Applied Sciences

Stonehill College, Pre-  
Engineering Program

**REGISTRATION/  
PROFESSIONAL  
AFFILIATIONS**

National Fire Protection  
Association (NFPA)

Illuminating Engineering Society  
of North America (IES)

Mr. Punch is a Senior Project Manager with 29 years of experience. His technical background is in electrical engineering and he has been responsible for electrical design and construction administration phase services for a variety of project types. His specific experience with Commercial, Public Sector, Higher Educational and Prep-School clients has included master planning of facilities and utilities; new construction and renovations on a large and small scale; and office design and tenant fit-out. Mr. Punch's additional design experience includes CCTV, electrical distribution, power, fire alarm, and interior/exterior lighting design on all facility types.

**RELEVANT EXPERIENCE**

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Head Start, Triumph Childcare Center, Taunton, MA***

MEP/FP engineering for approximately 7,500 SF of space. The upgrades consisted of classrooms, open offices, closed offices, mailroom/copy room, tel/data area, storage area, meeting rooms, break/family room, toilet rooms, and laundry room.

***Harvard Business School Children's Center Expansion #2 Soldiers Field Park, Allston, MA***

MEP engineering services for the renovation of approximately 1,630 SF of existing residential space to a childcare facility. The facility included a multi-purpose room classroom, food preparation area, unisex toilets, and an exterior playground area.

***GSA, William J. Green Jr. Federal Building Child Care Center, 600 Arch Street, Philadelphia, PA***

MEP/FP design for the renovation of the existing child care center. The renovations consist of approximately 2,750 SF including a new infant and activity room, one new cooking kitchen, multi-purpose room and a teacher's break lounge.

***GSA, Fed Kids Childcare Expansion, Jacob Jarvis Federal Building, 26 Federal Plaza, New York, NY***

MEP/FP design for the partial renovation of the existing child care center on the first and second floors. The MEP/FP/IT renovations will consist of approximately 3,000 SF including new first floor classroom, common kitchen/food prep and children's toilet room. The second floor renovations include new multipurpose room, children's toilet room and new teachers lounge.

**Stephanie L. Lafontaine, PE, LEED® AP**  
*Mechanical Engineer*

**EDUCATION**

University of Massachusetts,  
Amherst, BS, Mechanical  
Engineering

**REGISTRATION/  
PROFESSIONAL  
AFFILIATIONS**

Registered Professional  
Engineer in MA # 48760

LEED® Accredited  
Professional  
American Society of  
Heating, Refrigerating and  
Air Conditioning Engineer  
(ASHRAE)

American Society of Mechanical  
Engineers (ASME)

Ms. Lafontaine is a Mechanical Engineer at RDK with 7 years of experience. Her background includes the study, design, and construction support services of mechanical systems and related components. Ms. Lafontaine has provided her engineering expertise in the design of HVAC systems for numerous office buildings.

**RELEVANT EXPERIENCE**

***GSA Child Care, Playground Design, Joseph Addabbo Federal Office Building, New York, NY***

Design services for approximately 1,500 SF of renovation and to the existing outdoor space into an enclosed indoor/outdoor child care center and playground.

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Head Start, Triumph Childcare Center, Taunton, MA***

MEP/FP engineering for approximately 7,500 SF of space. The upgrades consisted of classrooms, open offices, closed offices, mailroom/copy room, tel/data area, storage area, meeting rooms, break/family room, toilet rooms, and laundry room.

***Harvard Business School Children's Center Expansion #2 Soldiers Field Park, Allston, MA***

MEP engineering services for the renovation of approximately 1,630 SF of existing residential space to a childcare facility. The facility included a multi-purpose room classroom, food preparation area, unisex toilets, and an exterior playground area.

***Teacher's Retirement Board, Charles Park, Cambridge, MA***

HVAC design services for tenant improvements to approximately 16,937 SF of space. The improvements consist of full height wall and open offices, copy/storage area, pantry, conference room, and IT closet located on the second floor of Charles Park.

***Lahey Clinic Medical Center Human Resources, Philanthropy and Marketing/Communications Suites 25 Mall Road, Burlington, MA***

Tenant improvements to approximately 11,860 SF of space on the 3rd floor for the Human Resource suite, 4,875 SF of space for the Philanthropy suite, and 2,492 SF on the first floor for the Marketing/Communications suite. The upgrades consisted of full height wall offices, open office space, conference rooms, meeting/training room, reception area, telecommunications room, and kitchen/break room.



**Steven Costa, PE, LEED® AP**  
*Senior Electrical Engineer*

**EDUCATION**

University of Massachusetts,  
Dartmouth, BS, Electrical  
Engineering

Bristol Community College, AS,  
Electrical Engineering

**REGISTRATION/  
PROFESSIONAL  
AFFILIATIONS**

Registered Professional  
Engineer in MA #41728

Also registered in RI

LEED® Accredited Professional

Member of the National Council  
of Examiners for Engineering  
and Surveying (NCEES)

Mr. Costa is a Senior Electrical Engineer/Project Manager at RDK with 16 years of design and construction experience. He has been the lead project engineer responsible for the complete electrical design of various types of facilities such as waterfront/docking facilities, high-rise office buildings, transportation projects, MRI and CT scan suites, R&D labs, data centers, sports and entertainment venues, banks, supermarkets, and retail stores.

**RELEVANT EXPERIENCE**

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***GSA Child Care, Playground Design, Joseph Addabbo Federal Office Building, New York, NY***

Design services for approximately 1,500 SF of renovation and to the existing outdoor space into an enclosed indoor/outdoor child care center and playground.

***Point Webster Middle School, Quincy, MA***

Electrical design for the renovation of the 100,000 SF school built in 1921. The electrical systems were completely replaced. The building was made accessible through the addition of a new elevator and the installation of chair lifts and ramps. Major interior alterations were required to provide new and improved spaces for physical education, industrial arts, family and consumer science, music, and computer technology. Total project cost was approximately \$6.5 million.

***Bloomingdales Restaurant Tenant Fit-Up, Chestnut Hill Mall, Chestnut Hill, MA***

MEP/FP engineering for a 2,500 SF restaurant in Bloomingdales at the Chestnut Hill Mall. The upgrades consisted of open seating, cooking kitchen, food stations, service counter, office, walk in freezer, prep area and dish washing area.

***100 Hancock Street MEP/FP Upgrade, Quincy, MA***

Due Diligence evaluation and MEP/FP upgrades to the existing base building systems including the chiller, air-handling units, cooling tower, piping, associated pumps and controls serving the building. The upgrades include replacing the existing cooling tower, the plate and frame heat exchanger, chiller replacement, AHU replacement, rooftop make-up air unit, pipe integrity analysis, DDC controls and upgrades to the 3,100 SF lobby, a 4,100 SF cafeteria, and a 3,100 SF fitness center. The building is LEED Core & Shell Silver Certified.

**Demetri Tsatsarones, PE**  
**Fire Protection / Life Safety Department Head**

**EDUCATION**

Worcester Polytechnic Institute,  
MS, Fire Protection Engineering

University of Massachusetts,  
Amherst, BS, Mechanical  
Engineering

**REGISTRATION/  
PROFESSIONAL  
AFFILIATIONS**

Registered Fire Protection  
Engineer in MA # 41472

Also registered in RI

Society of Fire Protection  
Engineers (SFPE), New England  
Chapter

National Fire Protection  
Association (NFPA), Architects,  
Engineers & Building Officials  
Section

Mr. Tsatsarones, a registered PE in both Massachusetts and Rhode Island, is a fire-protection engineer with 16 years experience in life safety and fire protection engineering design. His responsibilities include project design, project management, and technical review of staff engineer designs and evaluations. He has designed systems for new construction and existing building retrofits, and completed facility operational evaluation for different building types, including dormitories, manufacturing facilities, condominiums, hotels, and museums.

**RELEVANT EXPERIENCE**

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Hanover Senior Center New Facility, Center Street, Hanover, MA***

MEP/FP engineering for 7,200 SF of ground up facility with a possible future expansion of 3,000 – 4,000 additional SF including cooking kitchen, multi-purpose rooms, clinic, arts and crafts and activity rooms, restrooms, janitor's closets, and office space.

***Northborough Senior Center, Northborough, MA***

MEP/FP systems design for a new 14,000 SF facility including offices, cooking kitchen, multi-purpose meeting room and activity rooms, toilets, one shower and office space.

***University of Massachusetts, Multiple Fire Protection Upgrade Projects, Amherst, MA***

Design and Project Management services for the installation of sprinkler and fire alarm systems within multiple high-rise facilities on the UMass Amherst campus, including Herter Hall and Tobin Hall classroom buildings, and the Lederle Graduate Research Center, which were upgraded with new fire pumps, new generator feeds, and wet & dry high-rise sprinklers.

***University of Vermont Commons Student Center, Burlington, VT***

Third party special inspector owner representative for testing and approval of natural ventilation smoke removal system for atrium feature of new student center building.

***Brown University Rhode Island Hall - Joukowsky Institute LEED® Renovations & Tenant Improvements, Providence, RI***

MEP/FP tenant improvements to 12,500 SF over four floors of the historic (c. 1840) Rhode Island Hall in support of the University's relocation of the Artemis A.W. and Martha Sharp Joukowsky Institute for Archeology and the Ancient World. The modernization of the hall will bring the facility into compliance with today's current codes and will also improve upon building accessibility. Project is LEED Registered and has a Silver certification goal.

**EDUCATION**

Franklin Institute, Various  
Certificate Courses

**REGISTRATION/  
PROFESSIONAL  
AFFILIATIONS**

Certified Plumbing Designer  
(CPD)

Mr. Gillis is the Plumbing Department Head at RDK with 31 years of design and construction experience. His responsibilities include taking the lead on major design projects, working with the team from project inception to completion. In addition, Mr. Gillis also is responsible for the staffing of projects and assisting with the daily operations of the department, assuring projects are completed on-time and fully meeting the needs and desires of the client.

**RELEVANT EXPERIENCE**

***UMMMC Child Care Center at UMass Medical School Shaw Building, Worcester, MA***

MEP/FP design for a new child care center to be housed in the existing Shaw Building on the first floor. The project consisted of approximately 12,000 SF including new infant, toddler, and preschool classrooms, admin area, residential kitchen, staff break room, storage/teacher workroom, toilet rooms, conference room/parent resource, and activity area.

***Head Start, Triumph Childcare Center, Taunton, MA***

MEP/FP engineering for approximately 7,500 SF of space. The upgrades consisted of classrooms, open offices, closed offices, mailroom/copy room, tel/data area, storage area, meeting rooms, break/family room, toilet rooms, and laundry room.

***GSA, William J. Green Jr. Federal Building Child Care Center, 600 Arch Street, Philadelphia, PA***

MEP/FP design for the renovation of the existing child care center. The renovations consist of approximately 2,750 SF including a new infant and activity room, one new cooking kitchen, multi-purpose room and a teacher's break lounge.

***GSA, Fed Kids Childcare Expansion, Jacob Jarvis Federal Building, 26 Federal Plaza, New York, NY***

MEP/FP design for the partial renovation of the existing child care center on the first and second floors. The MEP/FP/IT renovations will consist of approximately 3,000 SF including new first floor classroom, common kitchen/food prep and children's toilet room. The second floor renovations include new multipurpose room, children's toilet room and new teachers lounge.

***GSA Child Care, Playground Design, Joseph Addabbo Federal Office Building, New York, NY***

Design services for approximately 1,500 SF of renovation and to the existing outdoor space into an enclosed indoor/outdoor child care center and playground.

***Hanover Senior Center New Facility, Center Street, Hanover, MA***

MEP/FP engineering for 7,200 SF of ground up facility with a possible future expansion of 3,000 – 4,000 additional SF including cooking kitchen, multi-purpose rooms, clinic, arts and crafts and activity rooms, restrooms, janitor's closets, and office space.



## **Firm Profile**

### **Introduction**

The firm was established in 2001 by Richmond So to provide structural engineering services to architects and building owners. Prior to establishing Richmond So Engineers, Richmond established and managed the Boston office of Ove Arup & Partners, a prominent international engineering firm responsible for some of the most innovative and prestigious buildings in the world.

### **Services**

We are able to provide a full range of structural engineering services including:

- New Construction
- Renovation/Adaptive Reuse and Historic Restoration
- Master Plan and Feasibility Study
- Structural Investigation
- Design Competition
- Temporary Construction Support Systems

### **Building Types**

We are familiar in a wide range of building types including:

- Museum
- Office
- Retail
- Residential
- High Rise
- Educational
- Health Science

### **Design Philosophy**

We strive to provide structural designs that are sensitive to owner requirements, architecture, building services as well as cost effectiveness and ease of construction. Design innovations will be balanced with practical considerations. We are committed to delivering quality and personal service.

### **Office Locations**

**Boston Office**  
85 Main Street, Suite 202  
Watertown, MA 02472  
Tel (617) 926-9300

**Los Angeles Office**  
617 W. 7<sup>th</sup> Street, Suite 500  
Los Angeles, CA 90017  
Tel (213) 623-3881

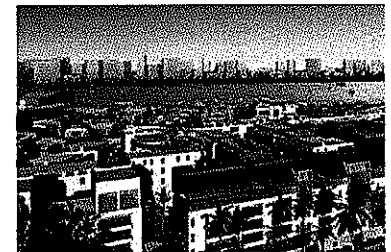
[www.richmondso.com](http://www.richmondso.com)



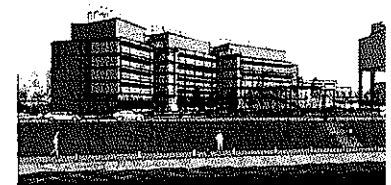
*Bowdoin College Walker Art Museum*



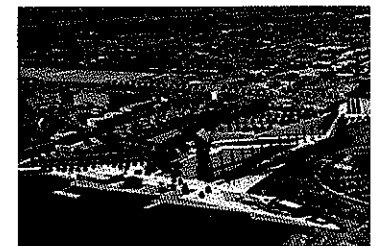
*The LOOP - Santa Barbara, CA*



*Lulu Island, Abu Dhabi*



*Integrated Science Complex, UMass  
Boston*



*Port of LA Wilmington Waterfront*

## **Resume Richmond So, P.E.**



**Profession**  
Structural Engineer

**Position**  
Principal

**Education**  
BSc (Hons), Civil Engineering  
University of Birmingham, United Kingdom  
1986

**Professional Qualifications**  
Professional Engineer:  
MA, ME, NH, MD, VT, CO, RI, NC, SC, KY,  
MT, NY, VA, Ontario  
Chartered Engineer:  
United Kingdom, Hong Kong

**Publications**  
The Arup Journal, 1998  
Structural Engineering of the Manshantucket  
Pequot Museum and Research Center,  
Ledyard, CT  
The Arup Journal, 1999  
Structural Engineering of the Renovation and  
Addition to the Whitney Museum of American  
Art, New York, NY

**Academics**  
Harvard Graduate School of Design Thesis Critic

**Design Community**  
2008 Boston Society of Architects  
Harleston Parker Medal Juror

### **Key Data**

Richmond So is a structural engineer with over 20 years of experience in design project management, structural engineering design, analysis and construction administration.

Prior to establishing Richmond So Engineers in 2001, Richmond established and managed Arup's Boston office. Arup is a prominent international engineering firm responsible for some of the most innovative and prestigious buildings in the world.

Richmond has extensive experience in the design and project administration of a wide range of building project types, including museums, universities, schools, high rises, commercial developments and residential buildings. He is also an expert in historic restorations and structural investigations.

He is familiar with design in structural steel, reinforced concrete, masonry, timber and composite materials.

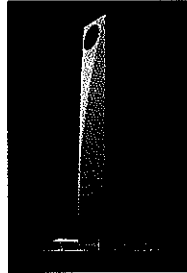
Richmond has worked in the New York and Hong Kong offices of Arup. He has also worked in Ottawa, Ontario where he managed the structural design department of a small structural engineering firm.

Richmond's particular strength is his ability to focus on the underlying engineering issues in order to provide a design that is sensitive to owner requirements, architecture, building services as well as cost effectiveness and ease of construction.

**Resume  
Richmond So, P.E.**

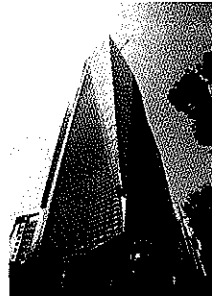
**Selected Projects**

**Shanghai World Financial Center  
Shanghai, China**  
Architect: Kohn Pedersen Fox



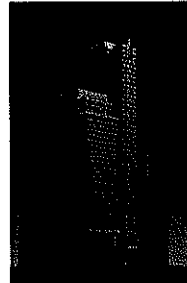
Structural schematic design of the glass atrium located at the uppermost 350 ft of this 1,510 ft. tall building. This building will be the tallest building in the world at completion.  
- Under Construction -

**Posteel Headquarters  
Seoul, Korea**  
Architect: Kohn Pedersen Fox



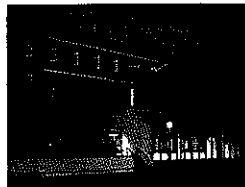
Structural engineering for the 22 story building with 7 levels of basement. The building incorporates exterior steel braces that are visible.  
- Completed 2003 -

**Philam Life Building  
Manila, Philippines**  
Architect: Skidmore Owings Merrill



Structural engineering for the 50 story building with 5 levels of basement located in seismic zone 4 region. The structure consists of a central core and perimeter moment frames.  
- Completed 1999 -

**Immaculata High School  
Ottawa, Ontario**  
Architect: Cuhaci Associates



Structural engineering for the renovation and addition to the 150,000 sq. ft. school. Work includes reinforcing of the existing structure, addition of a library and a new double gymnasium with underground tunnels to the main building.  
- Completed 1995 -

**St. Francis Xavier High School  
Hammond, Ontario**  
Architect: Cuhaci Associates



Structural engineering for a 50,000 sq. ft. school including a double gymnasium. The structural framing consists of timber, structural steel and loading bearing masonry.  
- Completed 1994 -

## **II. Firm/Team Qualifications (4.2.2)**

### **d. Firm Statement regarding capacity**

We at DWAAA, INC. are very accustomed to performing the full complement of services associated with the programming, planning, design, construction documentation, and construction administration for projects of this type and scope, and state that we are fully able to handle this project in its entirety.

Dogan Arthur, Principal, is currently registered to practice Architecture in ten states. His NCARB (National Council of Architectural Registration Boards) Certification (#41865) enables him to become registered in West Virginia through standard reciprocal registration. This process takes about one month. He will undertake this process immediately following notification, if DWAAA, Inc. is selected for this project. Likewise, DWAAA, Inc. will complete the required Vendor Registration and Disclosure Statement (Form WV-1) immediately following notification of selection.

### **e. Firm Statement regarding property**

DWAAA, INC. understands and accepts the Agency's rights to the work that is produced as a result of the contract and fully expects to detail the conditions of the use of Instruments of Service consistent with regulations and industry standards.

### **f. Firm Statement regarding conformance**

We at DWAAA, INC. are very specialized in the design of environments for young children. A significant part of this specialization rests in our mastery of the complex and overlapping sets of regulations and codes that are applicable to the project. These include local, state and federal regulations, as well as general industry standards for buildings such as NFPA, and regulations/standards specific to child care such as state licensing regs., and NAEYC guidelines.

### **g. Firm Statement regarding proceedings**

DWAAA, INC. has no litigation or arbitration proceedings, nor vendor complaints.

**III. Proposed Project Team Organization (4.2.3)**

**a. Project Team Organization**

**-Description (narrative)**

**-Organizational Chart**

**b. Project Team Organization**

**-Schedule Description (narrative)**

**-Schedule Chart**



### **III. Project Organization (4.2.3)**

#### **a. Personnel and Organization**

Following is an organizational chart illustrating the roles of the various project staff identified in section II. Our small firm size allows the principal Dogan Arthur, to remain involved in the project and provide guidance throughout the process. The day-to-day management of the project will be handled by the Associate in charge, Christopher Howe with assistance by Adam Collier. As illustrated by the resumes in section II all three individuals have extensive child care design, documentation, and construction administration experience.

We've identified three primary subconsultants in the organizational chart. Each subconsultant has considerable child care experience (as illustrated in section II) and would work directly under contract with our office.

We've included Linda Mills of Mills Consulting in the project team. Linda brings valuable early education and care experience to the team, with a specific focus on operational and programmatic issues. We've found that Linda's expertise is an ideal complement to our own.

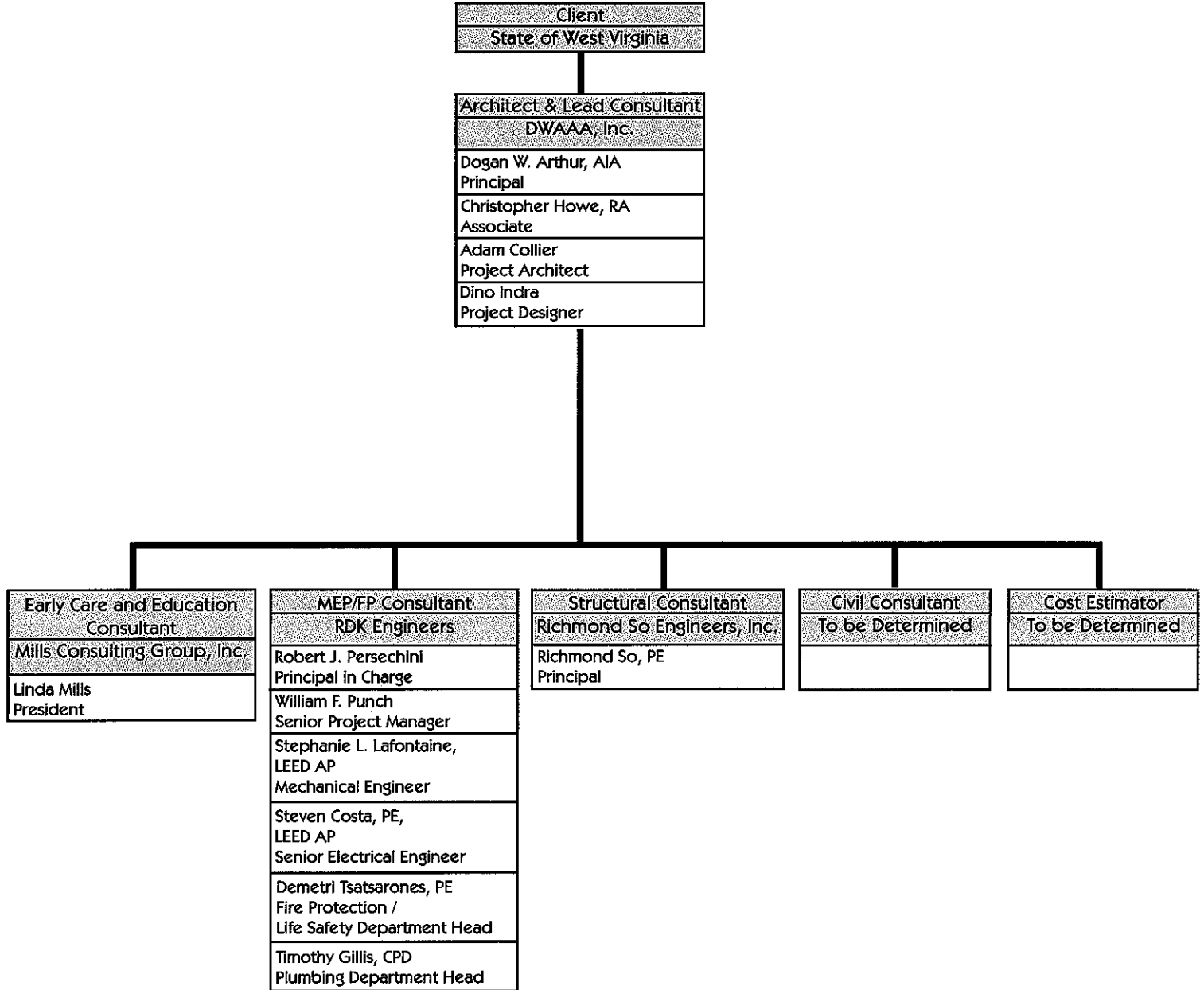
We've completed a number of previous child care projects with the MEP/FP and structural engineering firms, and their staff identified in the organizational chart. Both firms have a strong attention to detail and are very responsive to the schedule.

At this time, we have not selected a civil engineer for the project. We've found that it is advantageous to work with a civil engineering firm local to the project site. We plan to select a local civil engineering firm to join the design team.

Many clients have found cost estimating services to be valuable during the design process. We would be pleased to include a cost estimator on the project team, at the client's request.

The project will be managed and work completed from our Boston area offices. We typically visit the site, and meet with the client at appropriate times throughout the design, documentation, and construction process. Regularly scheduled conference calls supplement this face-to-face client interaction. We've worked remotely on many of our child care projects with great success, and have not found geographic distance to be a hindrance to the process. In some cases however, we have teamed up with local architects. We would be willing to team up with a local, West Virginia architect for this project at the client's request.

**III. Project Organization (4.2.3)**  
**a. Personnel and Organization**



### **III. Project Organization (4.2.3)**

#### **b. Project Schedule**

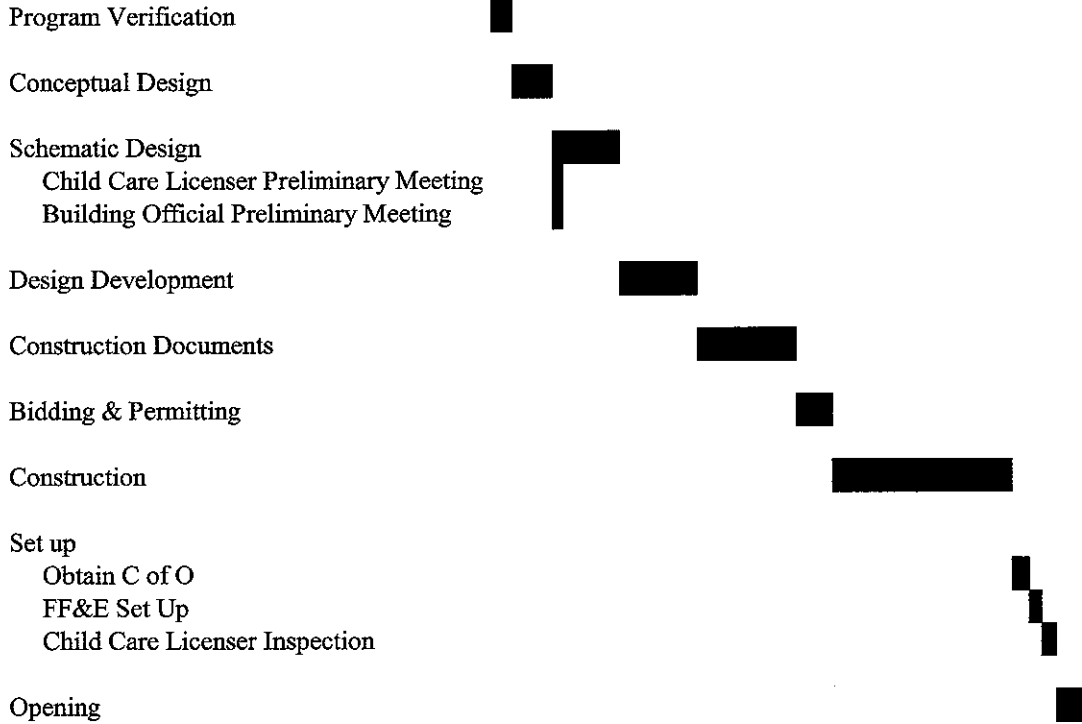
Following is a diagrammatic project schedule. The schedule is intended to illustrate the typical design, documentation, and construction sequence. At this time, the schedule goals for completion of the project have not been provided to us. Therefore, we haven't yet assigned durations to the individual project phases.

For general planning purposes we would assume a range of 2-6 months for design, 3-4 months for construction documents, 1.5 -3 months for bidding and permitting, and 10-14 months for construction. We would be pleased to provide a more detailed project schedule once more information is available.

We feel that the project could benefit greatly from a generous design and documentation schedule (the upper end of the ranges estimated above). However, we understand that there are many factors that impact the project schedule, and that a more aggressive schedule is often required. Our design team has extensive experience completing high-quality work under a tight timeframe. We are adept at identifying the critical path schedule milestones, identifying key decisions that must be made, and efficiently leading the project team through the process in order to keep the project on schedule.

### III. Project Organization (4.2.3)

#### b. Project Schedule



**IV. Demonstrated Experience (4.2.4)**

**a. Project Descriptions (ten “case study” projects)**

**-narrative for each “case study”**

**-project sheets with photos for each “case study”**

**b. References**

**c. Representative Project List**

**This includes brief descriptions of a range of projects from our portfolio accompanied by a thumbnail image.**

## IV. Demonstrated Experience (4.2.4)

### Relevant Experience – Case Study #1

#### Coming Children's Center

#### Corning, New York

**Project Description:** Design and construction of a new child care center that serves up to 220 children, aged infant through preschool, with a modest school-age program.

**Project Goals:** This new center replaces an existing center that struggled with significant maintenance issues throughout its 15 year life. One goal for the new facility was to provide a durable, low-maintenance building that still has a playful quality in the interior and exterior design. Because of the center's relatively large size, the building is organized into a cluster of 'family houses', each of which is smaller in scale and has one classroom for each age group.

**Future Expansion:** This region has struggled with significant demographic shifts and the demand for child care. Therefore the building has been designed to easily accommodate future expansion without significant disruption to the operating center. This first phase of work included the construction of three of the family houses and the main administrative area. The center can accommodate future expansion of up to three more family houses, doubling the capacity of the center to nearly 440 children.

**LEED-Silver:** Our design approach has incorporated sustainable practices for many years. In the case of this project, that design strategy was evidenced by the simple adaptation of the design for LEED requirements. The original 2000 design (for a different site and without any LEED certification goals) was shelved, and then revisited in 2008. The project was built with modest revisions, and achieved LEED Silver Certification shortly after opening in fall 2009.

**Construction Costs:** The original construction budget was identified at \$7.2 million; the actual construction costs were \$7.6 million. Approximately 90% of the additional costs were due to owner-requested scope increases.

**Services Provided:** DWAAA provided full architectural and engineering (sub-consultant) services from design through construction administration.

**Project Size:** The single storey building comprises 24,000 SF. The project site is adjacent to the original children's center, which has since been demolished. The overall site is approximately 5 acres, with a range of outdoor play environments.

**Client/Owner:** Corning Children's Center and Corning Enterprises

**Client Reference:** Ms. Darlene Murray, Client Project Manager (day-to-day liaison)  
Phone: 607-974-3268

**Contract Info:** Project (and our contract) was completed December, 2009.

## IV. Demonstrated Experience (4.2.4)

### Relevant Experience – Case Study #3

#### **Beacon Hill Nursery School Boston, Massachusetts**

**Project Description:** Full renovation of an 1864 structure for a nursery school /child care center that serves up to 110 children, aged toddler through preschool, along with other community spaces. The nursery school had occupied spaces within the historic structure for 50 years prior to our involvement. The project included full upgrades of all systems, including new vertical circulation (elevator, etc) for accessibility and life safety compliance. Careful coordination with historic preservation organizations enabled us to secure all necessary approvals to complete this significant renovation on historically sensitive Beacon Hill, very near the Massachusetts State House capitol building.

**Construction Costs:** The entire renovation costs amounted to \$2,800,000.

**Services Provided:** DWAAA provided full architectural and engineering (sub-consultant) services from design through construction administration.

**Project Size:** The 4-storey building comprises 10,000 SF. Approximately 2/3 of that space is used for the child care programs. Other uses include the historical society, senior programs, Beacon Hill Civic Association, etc. The site includes a side yard, which we developed into a state-of-the-art playground (a sort of urban secret garden).

**Owner/Client:** Beacon Hill Nursery School

**Owner/Client Ref:** Ms. Lucinda Ross Pettiford, Executive Director: 617-227-0822

**Contract Info:** Project (and our contract) completed October, 2005.

## IV. Demonstrated Experience (4.2.4)

### Relevant Experience – Case Study #5

**Upper Gwynned Child Learning Center – Merck & Company**

**Upper Gwynned, Pennsylvania**

**West Point Child Learning Center – Merck & Company**

**West Point, Pennsylvania**

**Project Description:** Efficiently designed single-storey buildings for child care programs supporting a scientific research community.

Project Goals: The client's goals included a very cost-effective center that worked well programmatically and fit in architecturally within their corporate campus. Our first design for West Point was so well received that Merck invited us to adapt the design to another site nearby in Upper Gwynned. Our design combined standard, cost-effective construction materials (such as EIFS and CMU) and simple rectangular building forms with selected insertions of more residentially scaled elements to provide warmth and scale in this large, single story center.

The center is organized around a 'neighborhood street,' which provides access to all classrooms, but transforms into a "play gallery" between drop off and pick-up times. The smaller scaled 'cottages' that flank the gallery create smaller, more intimate spaces which enable a range of activities. Exposed timber decking and clerestory windows in the raised section above the gallery warm the interior space with natural light and Douglas fir.

The window seat alcoves provide unique transitional areas that sponsor small group activities and spontaneous interactions. They are a great resource for the children but also the families because they make pick-up and drop-off time a more friendly and community-based event.

**Construction Costs:** The original building was constructed in 1997 on budget for \$2.8 million. The second building's (Upper Gwynned in 2000) construction budget was identified at \$3.3 million.

**Services Provided:** DWAAA provided full architectural and engineering (sub-consultant) services from design through construction administration.

**Project Size:** The single storey buildings each comprise just over 20,000 SF and serve 240 children.

**Client:** Merck & Co. and Bright Horizons Family Solutions

**Client Reference:** Hank Kacala (Merck day-to-day liaison)  
Phone: 908-423-1000  
Mary Ann Tocio (BHFS President)  
Phone: 617-673-8000

**Contract Info:** Projects (and our contract) were completed in 2000.



## IV. Demonstrated Experience (4.2.4)

### Relevant Experience – Case Study #7

#### **Citi Children's Center**

#### **Jacksonville, Florida**

**Project Description:** Design and construction of a large children's center on a financial services campus.

**Construction Costs:** The construction costs for the project were \$13,000,000.

**Services Provided:** DWAAA provided full architectural programming and design services, as well as support services through construction documentation and administration to the architect-of-record (KZF). Operated by Bright Horizons Family Solutions, we also provided design oversight and coordination of their standards for the project.

**Project Size:** The single-storey building comprises 42,000 SF. The center can accommodate over 400 children, aged infant through school age.

**Owner/Client:** Citigroup

**Owner/Client Ref:** Mary Ann Tocio, President, BHFS. 617-673-8000

**Contract Info:** Project (and our contract) completed July, 2007.

## IV. Demonstrated Experience (4.2.4)

### Relevant Experience – Case Study #9

#### **“The Ranch” Children’s Center**

#### **Rafter – J Ranch, Jackson Hole, Wyoming**

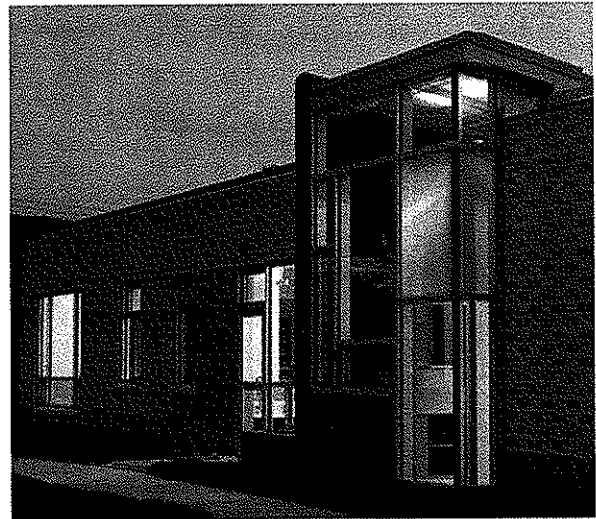
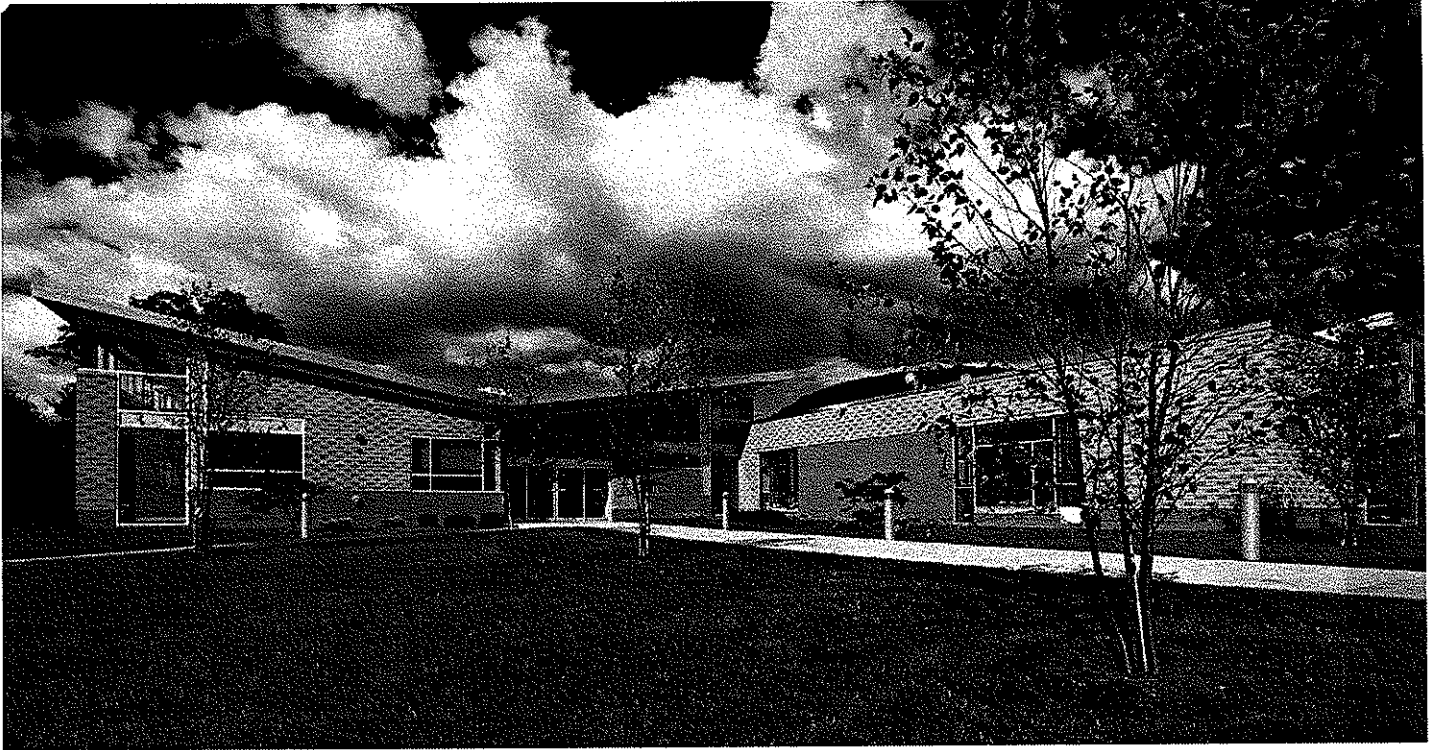
- Project Description:** Design and construction of a large children’s center in Jackson Hole, Wyoming. This project is the first of a multi-phase program intended to add 500 child care slots serving the communities in and around Teton County.
- Construction Costs:** The construction costs for the project were \$4,800,000.
- Services Provided:** DWAAA provided full architectural programming and design services, as well as support services through construction documentation and administration to the architect-of-record (Ward + Blake). Operated by the Children’s Learning Centers (CLC), we also provided demographic analysis, master planning, program coordination and related services to develop the overall phased program for this ambitious effort.
- Project Size:** The single-storey building comprises 12,000 SF. The center will accommodate about 100 children, aged infant through preschool, including children with special needs. The building has been designed to accommodate a 22,000 addition (in a future phase), at which point the rooftop playground of phase 1 will serve the 2<sup>nd</sup> floor classrooms of the addition.
- Owner/Client:** Teton County, Wyoming
- Owner/Client Ref:** Judy Montagne, Executive Director, Children’s Learning Center  
307-733-5346  
Andy Schwartz, Chair, Teton County Board of Commissioners.  
307-773-8094
- Contract Info:** This first phase project (and our contract) are anticipated to be completed November, 2010.

#### **IV. Demonstrated Experience (4.2.4)**

##### **Relevant Experience – Project Sheets**

The following project sheets illustrate the same ten projects that were discussed in the previous case studies. Some of these projects are illustrated with 2 pages, others with 4, where more detail is included.

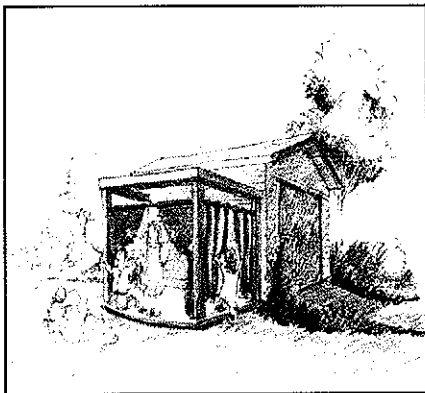
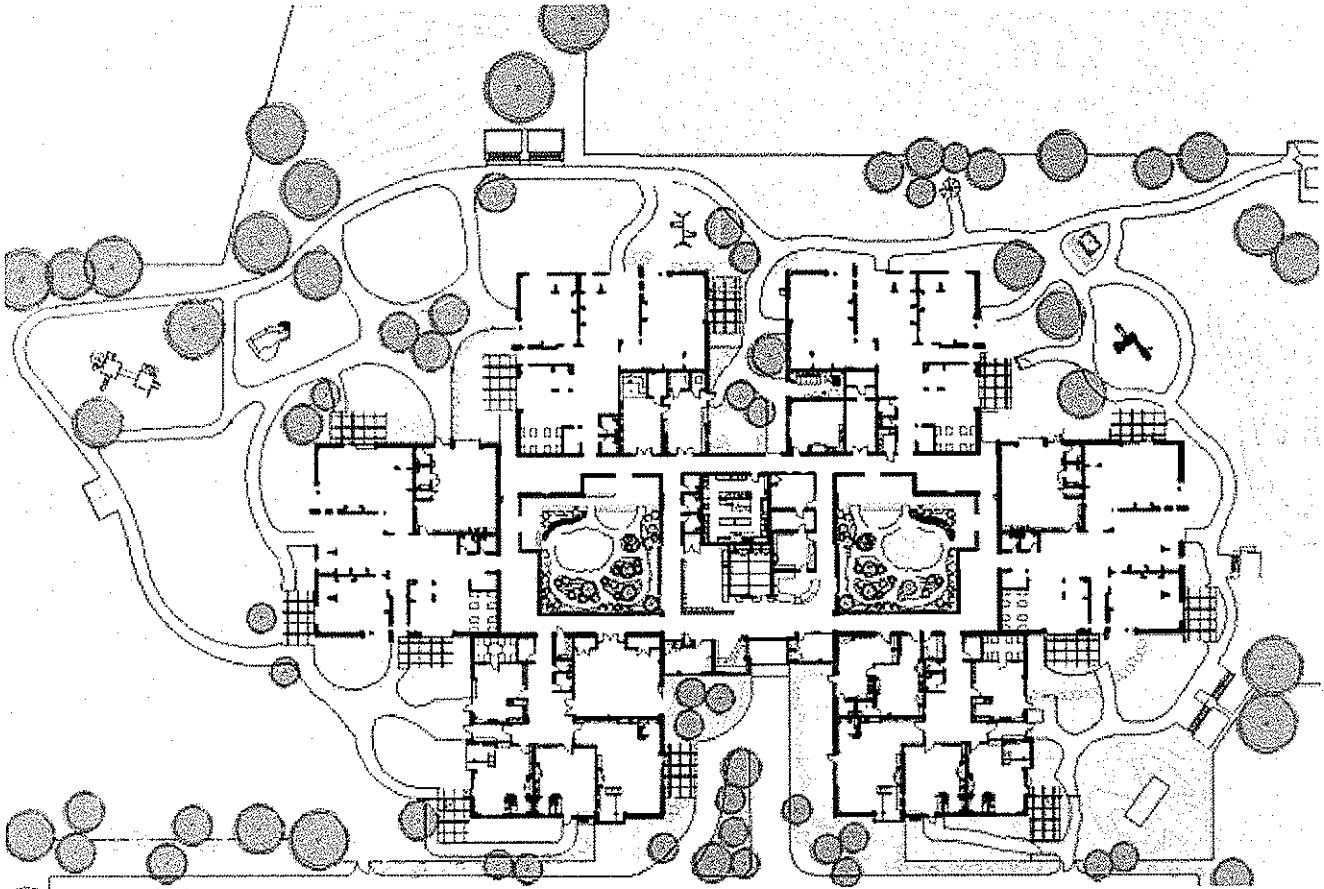
## Corning Children's Center



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

This new child development facility is designed as a series of "family houses" organized around two central courtyards. As each "house" contains one of each age group from infants through school age, this design exemplifies the current goal for continuity of care. The center features destination places such as an art studio, library and specialized play-yards which provide opportunities for "field trips" without leaving the center.

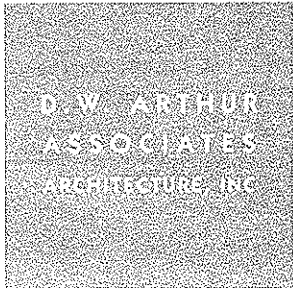
## Corning Children's Center (Indoor - Outdoor Environments)



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

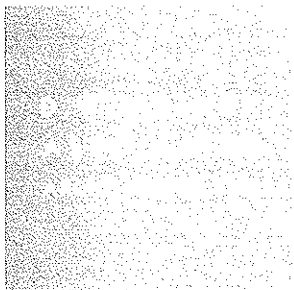
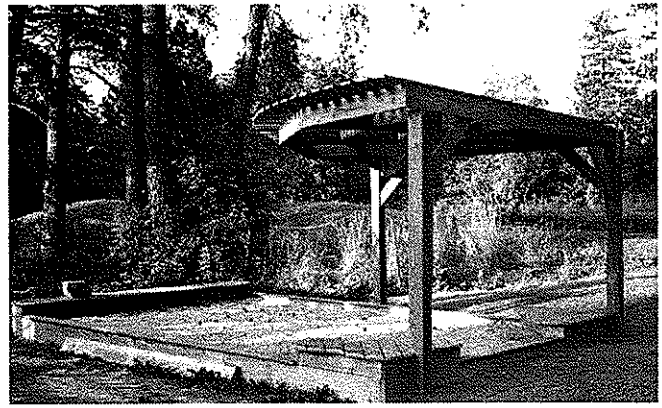
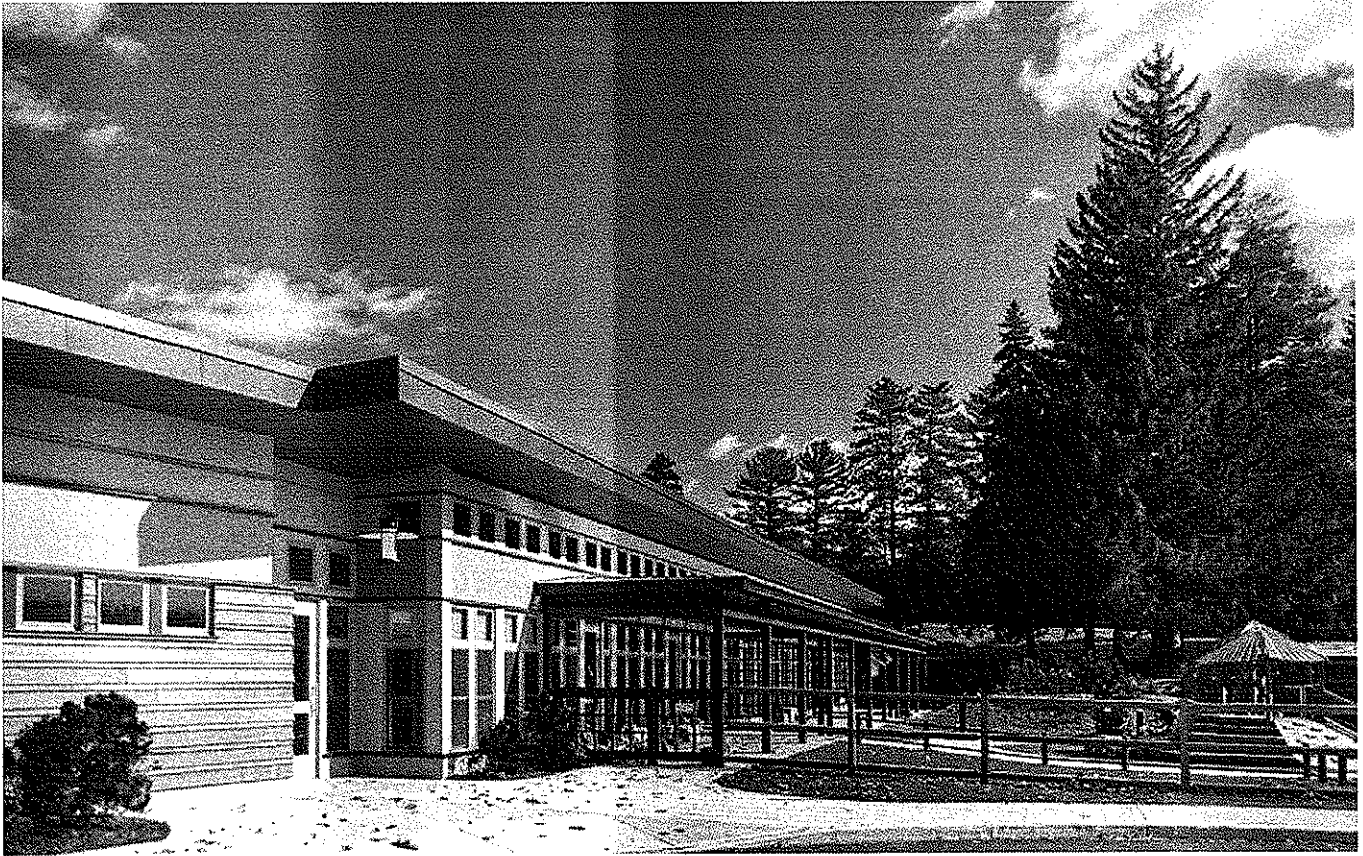
Natural outdoor play is an important curriculum component for this center. Therefore, we have designed the building to maximize the connection between the classrooms and outdoor play areas. All of the classrooms have direct access to the playgrounds. There is a range of outdoor spaces with a variety of enclosure to ensure that the children can enjoy the natural world through all seasons and types of weather. For example, the building is organized around two landscaped courtyards that have areas of covered play. The courtyards allow for play during windy winter days; the covered areas allow for outdoor play and art projects during rainy weather.

**Williams College Children's Center**



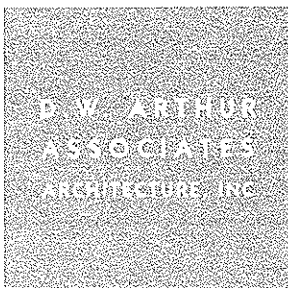
In a multi-phased process, we worked with Williams College to find a site and then to determine the ideal approach to providing state-of-the art programs for children of the College faculty and staff. The building was designed and sited to maximize daylight and to provide a strong connection between the classrooms and outdoor play areas. A 120 foot long porch provides an ample amount of 'outdoor classroom' area for messy play and natural science curriculum. The porch is covered with a translucent roof material to allow diffuse light into the porch and adjacent classrooms.

**Williams College Children's Center  
(Indoor - Outdoor Environments)**



The selected site is a hilltop setting with an open meadow and mature stands of trees, and was selected because of its combined qualities of being ideal for the development of a natural play environment and its proximity to campus. This new center was developed after comprehensive design explorations with the client led to a configuration that optimizes utilization of the natural qualities of the site. The outdoor play features were carefully sited to preserve and take advantage of these special features. Natural play components such as a tree fort, teepee and 'brook' water play are planned for the phase II work.

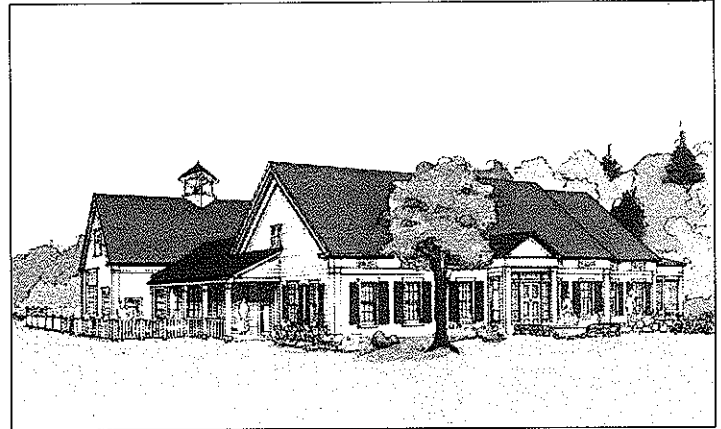
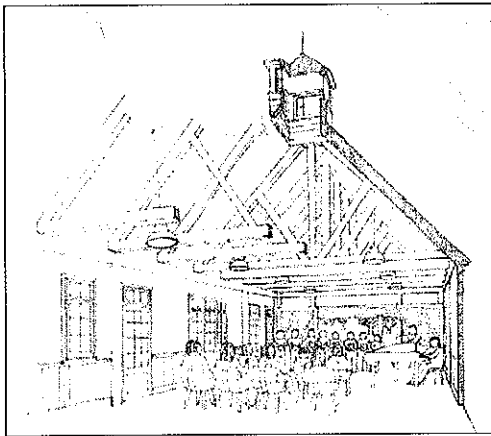
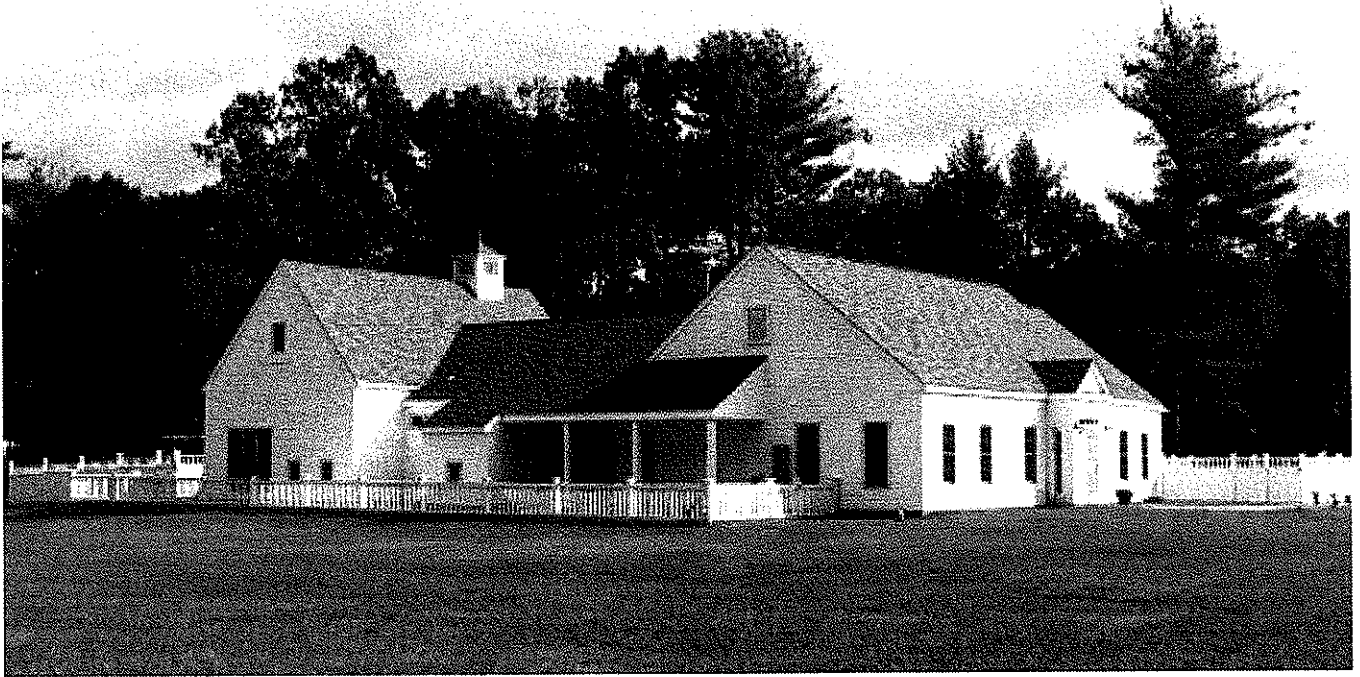
## Beacon Hill Nursery School



This historic building, originally a police station built in 1864, served as the home for three non-profit community groups for over 50 years. In 1999 a desire to expand the nursery school to include a toddler classroom necessitated a full renovation of the building. The re-design addressed significant deferred maintenance issues and brought the building up to code compliance. D.W. Arthur Associates Architecture, Inc. worked closely with the many stakeholders for over three years to create an environment that fully supports the various programs and enables the school and community center to expand their mission.



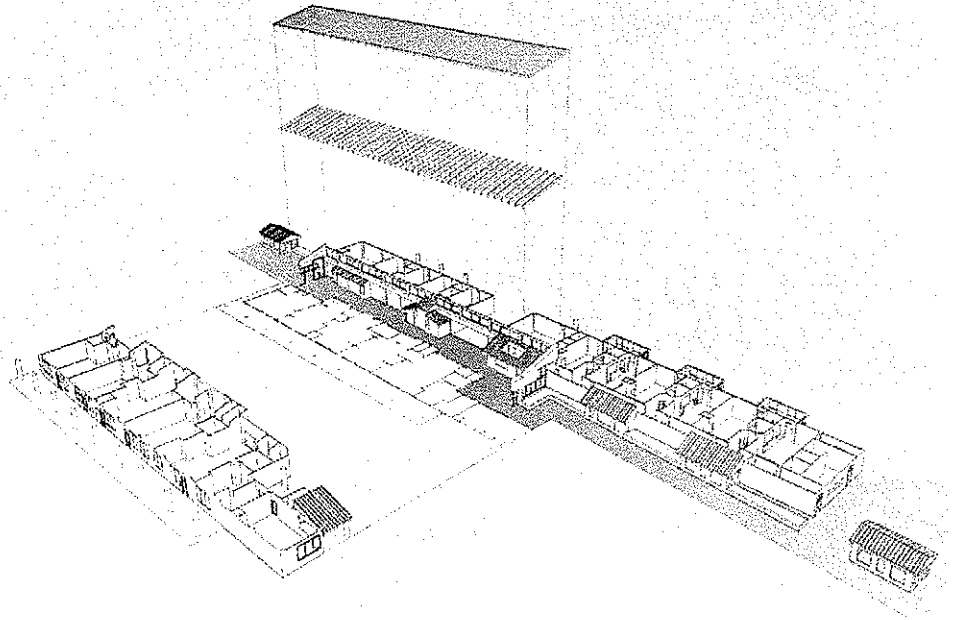
## Groton School Child Development Center



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

Designed to blend with the historical school campus and town of Groton, the composition of this newly constructed center resembles a New England connected farmhouse. A central volume houses the entrance, administration and infant rooms, while connected "L" s and a timber framed barn house the toddler and pre-school rooms. The center serves families associated with both the Groton School and the town of Groton.

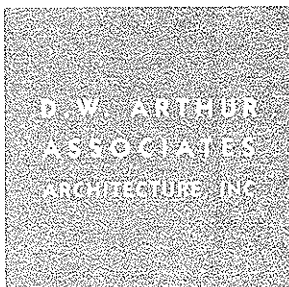
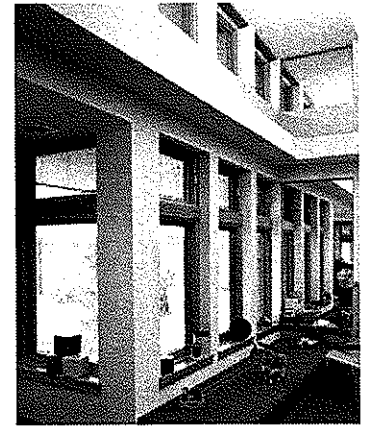
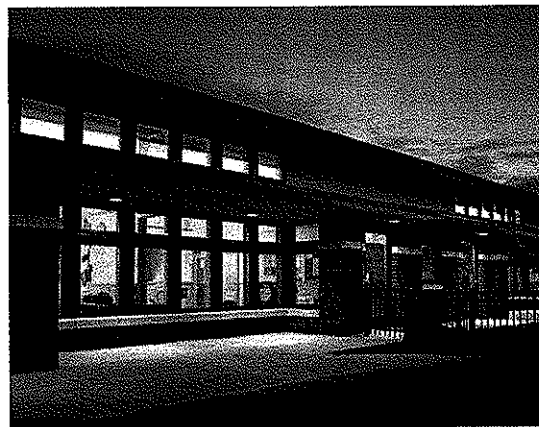
## Upper Gwynedd and West Point Child Learning Centers



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

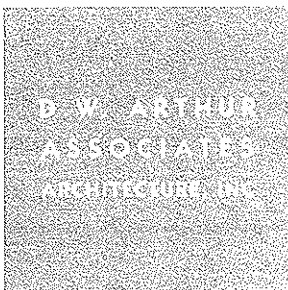
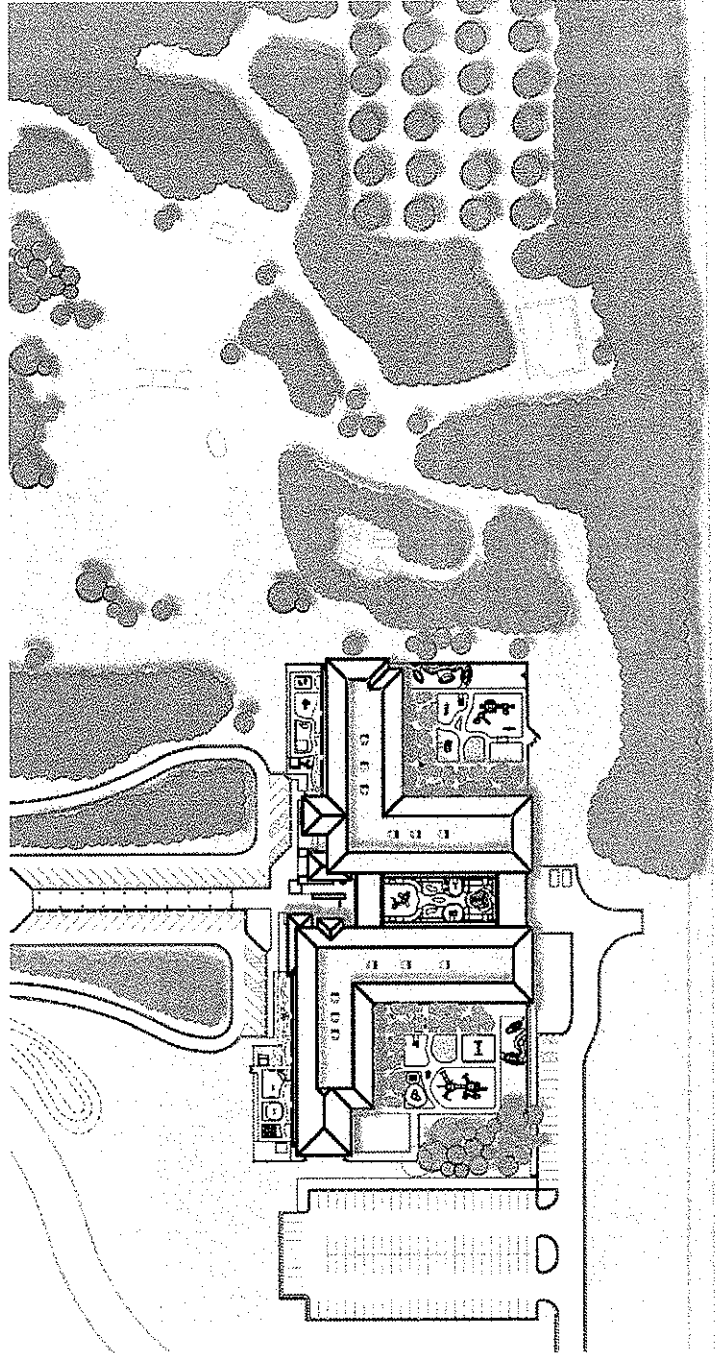
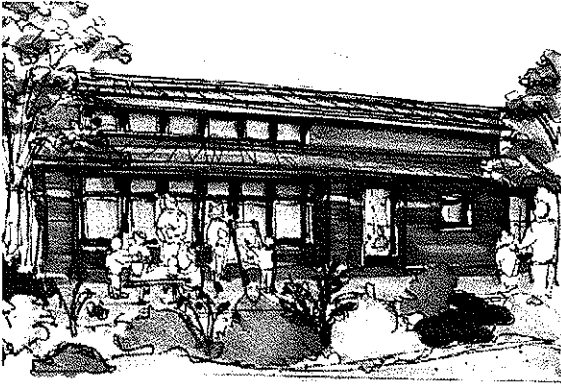
The design of Merck & Co.'s centers merges aspects of the office/industrial building types of its corporate campus context with residential building forms. The resulting building interior provides both intimate small scale spaces for quiet activities and a large central gallery for more communal and active play experiences. Garden bays, screened-in porches and colonnades offer transitional spaces to reinforce a child development curriculum which is dependent on both indoor and outdoor play.

## “Early Discoveries” - Abbott Laboratories Child Development Center



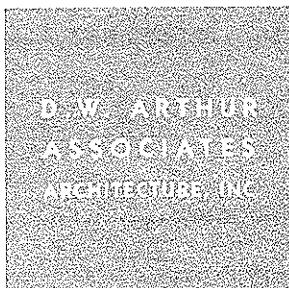
This complex accommodates 425 children from families of the greater Abbott Laboratories community. The large scale of the complex was addressed by breaking down the building into four distinct wings that step with the gentle topography. Each of those wings is a “family group” with rooms designed for the full complement of age groups, infant through kindergarten or school-age. Special destination spaces, like the library and studio, promote a sense of overall community.

**“Early Discoveries” - Abbott Laboratories Child Development Center  
(Indoor - Outdoor Environments)**



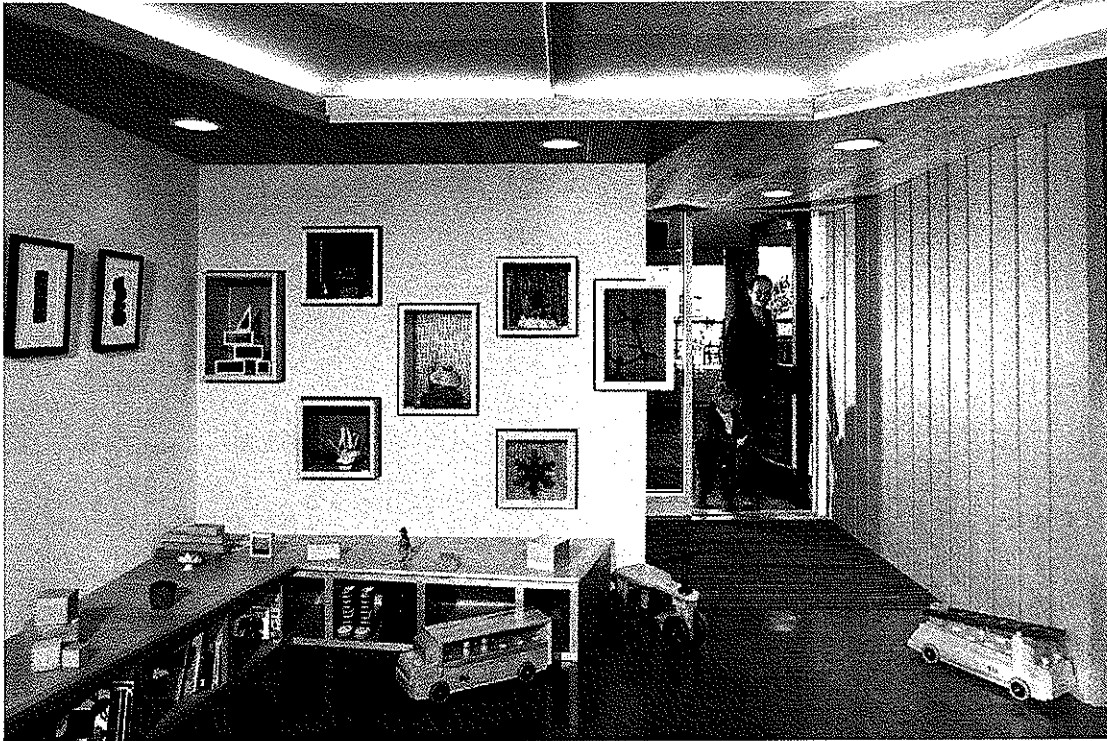
In order to break down the scale of the outdoor play areas for this large center, several smaller outdoor play areas were developed instead of one larger exterior space. The layout of the building and exterior were carefully designed so that all classrooms open directly onto an age-specific play environment. The spaces for the younger children are sheltered in courtyard environments. The preschool and school age outdoor spaces have areas of native landscaping and trails close to the classrooms that support a natural science curriculum and more traditional gross motor play areas beyond. The building was sited to allow aspects of the existing landscape to be accessible for field trips. Site features include a pond with a bridge, apple orchard, and stands of mature hard woods.

## Citigroup Family Center



As part of a recently developed campus for Citicards, Citigroup constructed a new 42,000 square foot complex to provide child care for their community. We provided child care design expertise for the project. The central design concept is the wrapping of classrooms around a series of outdoor courtyards that provide varied playground environments. This configuration provides protection from unwelcome wildlife, and recalls Hispanic courtyard architecture of nearby St. Augustine.

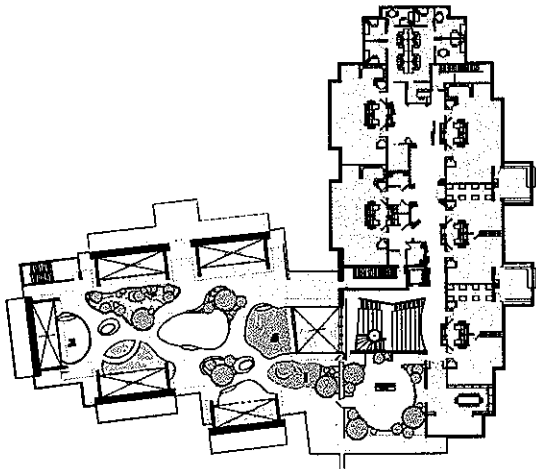
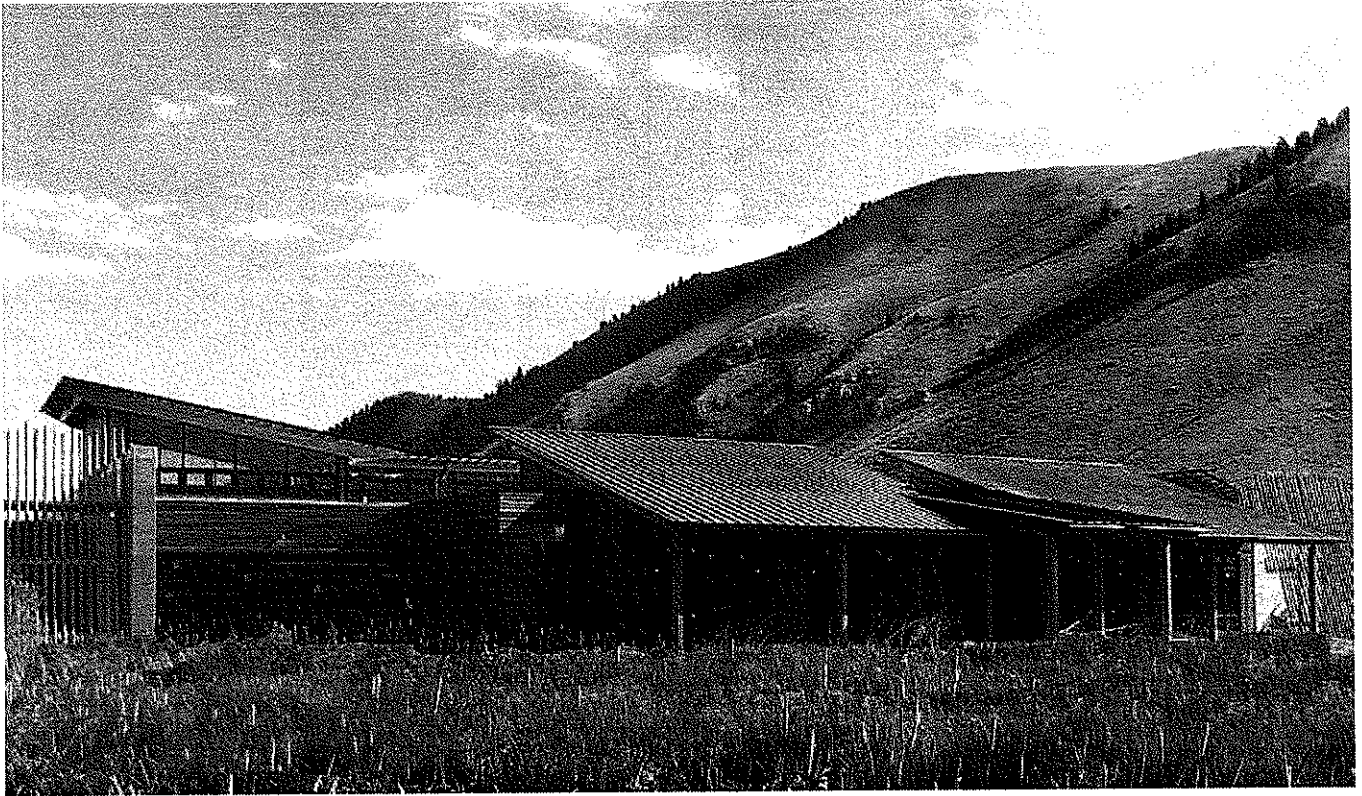
## Harvard University Peabody Terrace Children's Center



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

Harvard University invited us to design an expansion and renovation to an existing children's center located within the architecturally significant Peabody Terrace complex. This complex, designed by Jose Luis Sert, contains graduate student housing and amenities. The 8,000 square foot center accommodates about 80 children and occupies three distinct sections of the complex, organized around a large public courtyard. We designed an art studio/atelier inspired by the Reggio Emilia programs which is shared by all groups and serves as a focal point to reinforce a sense of community for all families.

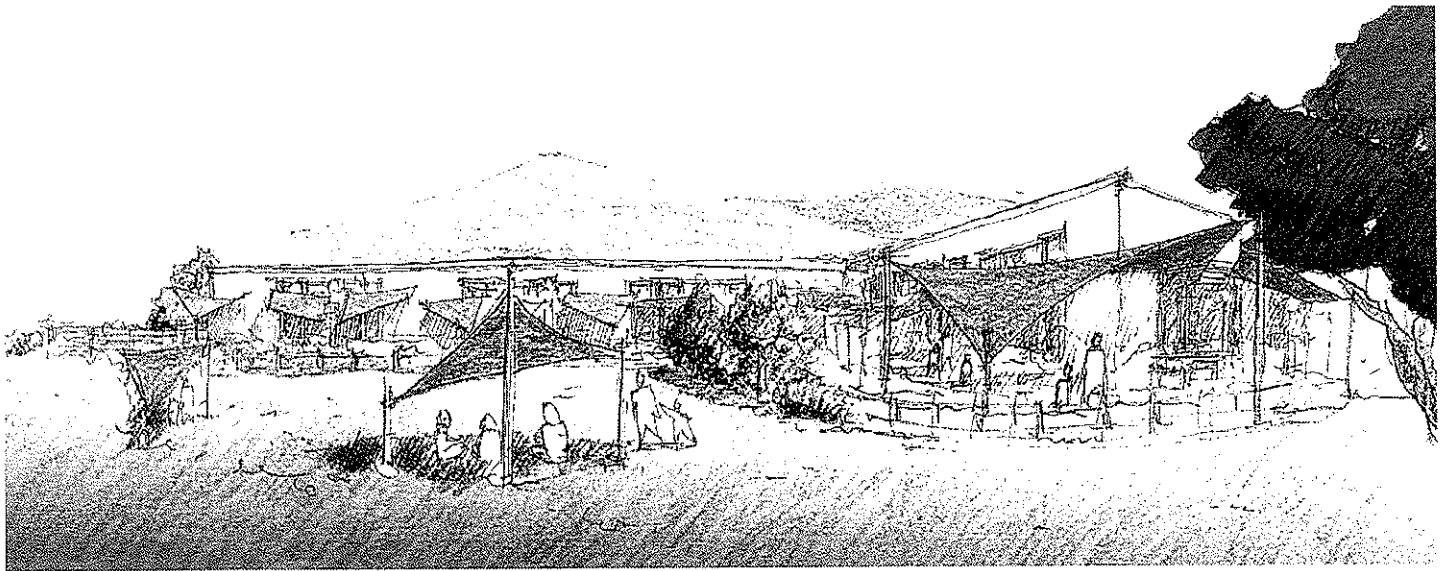
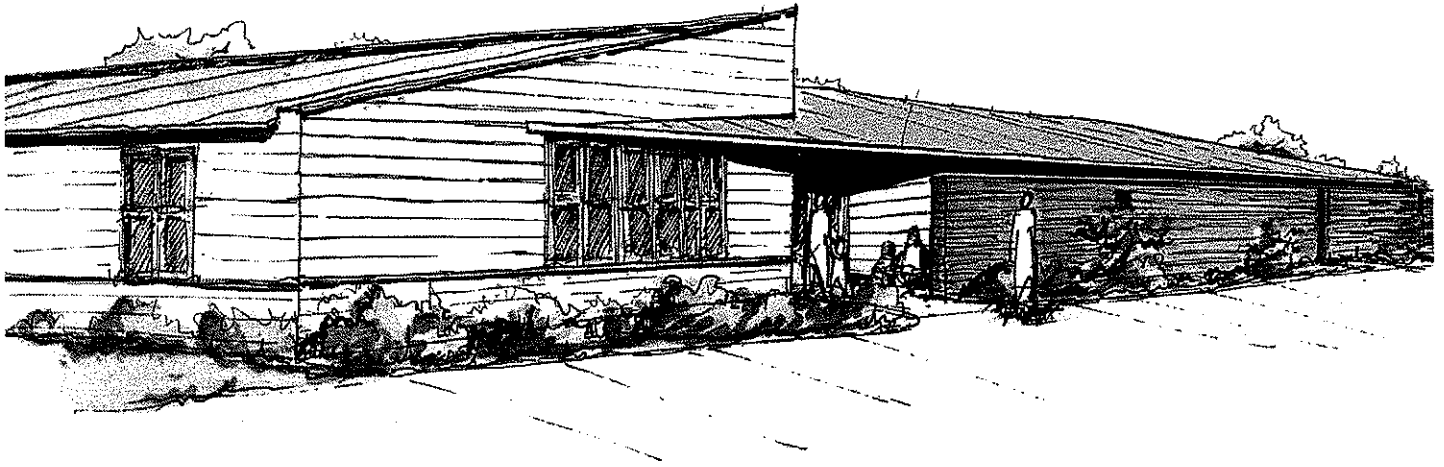
## “The Ranch” Children’s Learning Center



D W ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC

We are working with Teton County, Wyoming to develop a comprehensive master plan for the reconfiguration and expansion of their early education programs county-wide. As a part of these efforts, we are designing three new centers that will enable the county to integrate their special needs programs. This first project is located on a site with significant development constraints, which led to our design for a center with a partial second storey. The outdoor play-spaces are located on both the ground level and the roof top so that all the classrooms have proximate access to outdoor play. The playground on the roof offers the advantage of protection from the wind and focuses on gardening, sound and light play activities.

State University of New York - Delhi Child Care Center  
(In Design)



D. W. ARTHUR  
ASSOCIATES  
ARCHITECTURE, INC.

We are currently working with the New York State University Construction Fund to develop a new child care center at their Delhi Campus which is located in a rural area outside of the Catskill Mountains. The design utilizes two simple volumes with mono-pitch roofs organized around a courtyard playground. The roof forms tie to the language of the nearby campus and local agrarian buildings and the courtyard protects the playground from the prevailing winds and reinforces the sense of community within the center.



## **D. W. ARTHUR ASSOCIATES ARCHITECTS, INC.**

### **References**

We have completed child care and early education projects and related design work with many different types of organizations, including governmental agencies, institutions, corporations, not-for-profit groups, and child care operators. The following include five (as requested) representative clients and contact information.

#### **Bright Horizons Family Solutions**

We have worked with Bright Horizons since 1989 on a wide range of projects for child care and early education. Our design projects with Bright Horizons range across the country and include renovations and new buildings. Part of our focus with Bright Horizons has been to bring the highest quality environmental considerations to both site-specific and prototypes designs for young children.

Most recently, we completed (working with BHFS representatives) a new center for the University of Massachusetts Medical School which opened in September, 2010.

Mary Ann Tocio, President and COO; 617-673-8000  
Linda Mason, Chairman and co-Founder: 617-673-8000  
Roger Brown (co-Founder and former CEO),  
Now President of Berklee College of Music: 617-266-1400

#### **Corning Inc. and Corning Enterprises**

Since 1996, we have been working with Corning Enterprises to develop child care solutions for the entire community in and surrounding Corning, New York.

Peigi Cook, Executive Director, Corning Children's Center:  
607-937-5502 x113

#### **Harvard University**

We have worked closely with representatives from Harvard's Office of Work Life Resources (OWLR), Harvard Faculty of Arts and Sciences (FAS), Harvard Planning and Real Estate/Real Estate Services (HRES), and Harvard Business School (HBS) to develop designs for the renovations and expansions of children's centers across campus. Our fourth project is the Oxford Street Daycare Center, located in Shannon Hall.

Office of Work Life Resources (OWLR)  
Sarah Bennett-Astesano, Work/Family Specialist  
617-495-4100

Our first project is the Peabody Terrace Children's Center located in Harvard's graduate student housing Peabody Terrace, and opened in 2007.

Our second project at the Soldiers Field Park Children's Center on the Harvard Business School campus, opened in Fall, 2008

Our third project in the Harvard Yard Children's Center at Vanserg Hall, which opened in July, 2010.

Our fourth project is the Oxford Street Daycare Center, located in Shannon Hall, is scheduled to open January, 2011.

**Representative Early Education Project List**

**Laramie Children's Learning Center  
Laramie, Wyoming**

The County of Albany, Wyoming has invited us to assist them in master planning and designing a new child development center to accommodate approximately 200 children in Laramie. The project will involve the consolidation of two agencies that have operated separately to enhance program opportunities and efficiencies. Our first phase includes programming, site selection and conceptual design to test feasibility of the project.

Construction Cost: \$5,000,000 (est)      Completion Date:



**Government Center Children's Center, GSA  
Boston, Massachusetts**

As part of our IDIQ contract with the US GSA (General Services Administration), we have begun redesign of a 15 year old child care center in the John F. Kennedy Federal Building in Boston. The center will be upgraded to comply with current guidelines, codes and best practices for early education and care.

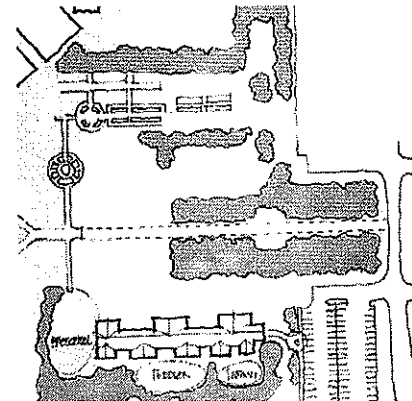
Construction Cost: TBD      Completion Date:



**SUNY Farmingdale Child Care Center  
Farmingdale, New York**

We are currently designing a new 14,000 SF early education and child care program for The College of Technology at Farmingdale, New York. The new facility will be located on the campus near an extensive botanical garden. Our initial designs extend the outdoor play environment to incorporate these gardens as part of the children's experiences.

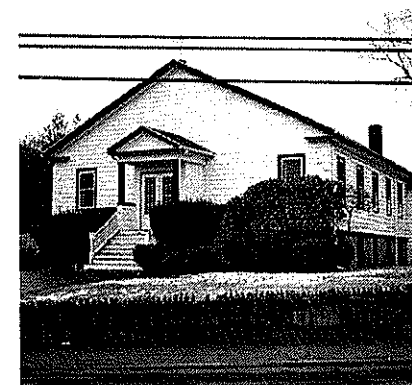
Construction Cost: \$4.5 M      Completion Date: 2012



**Lynn Economic Opportunity, Inc.  
Lynn, Massachusetts**

Serving the economically challenged families in Lynn, this project will expand LEO's programs to include Early Head Start children (infants and toddlers). The project includes the renovation and expansion to an existing church building. The design has been developed to reinforce the appealing architectural qualities of the existing building, while expanding a converting to the new use in a cost-effective manner.

Construction Cost: \$300,000. est.      Completion Date: Fall, 2010



***Representative Early Education Project List***

**Social Services Administration Children's Center  
Woodlawn, Delaware**

This center, managed by the GSA, was developed in 2002 to serve employees at the SSA's headquarters campus, outside Baltimore. The GSA has invited us to design improvements to the 30,000 SF center for conformance with current standards and best practices. The improvements will be based on an assessment report we prepared in Fall, 2009 of the facility, consistent with the GSA's standards for quality environments for young children.

Construction Cost: TBD    Completion Date:                          2010, phase 1



**"The Ranch" at Rafter J  
Jackson Hole, Wyoming**

"The Ranch" is a 12,000 SF building that comprises the first of a multi-phase project to increase quality and capacity of early education programs for the county of Teton, Wyoming. We designed this first building to accommodate a 20,000 SF, two story addition. The ultimate project will feature playgrounds both at grade and on the first story roof, taking advantage of the exceptional natural surroundings. The design integrates a variety of programs, including special needs and Head Start, with highly flexible but age-specific room clusters. The exterior recalls regional vernacular ranch buildings.

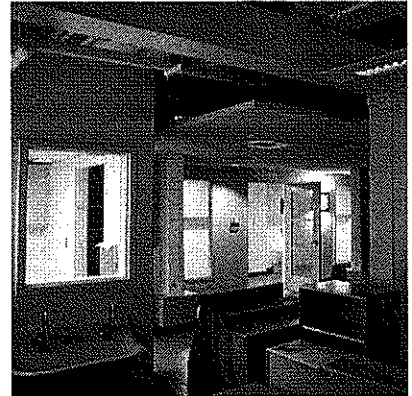
Construction Cost: \$4,800,000 (Phase 1)                          Completion Date:                          October, 2010



**Harvard Yard Child Care Center  
Cambridge, Massachusetts**

As part of an ongoing program to improve and expand Harvard University's child care facilities, we have been invited to design a complete reconstruction of the Harvard Yard Child Care Center. The program has been run as a cooperative, and parents as well as staff are involved with the new design process. The center is fortunate to have a large and protected playyard directly adjacent to the building, and the reconstruction of the facility will enhance direct connections to this exterior space. Additionally, the new design will include a generous multi-purpose active play room, that can be opened up to other public spaces in the center to accommodate a range of activities, including family

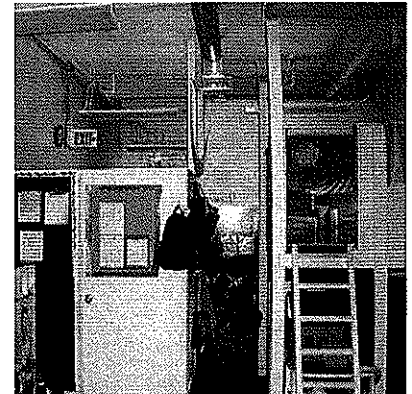
Construction Cost: \$1,800,000.    Completion Date:                          July, 2010



**Oxford Street Daycare Center  
Cambridge, Massachusetts**

To complete the ongoing program to improve and expand Harvard University's child care facilities, we are working on our fourth project with Harvard to design a renovation of the Oxford Street Daycare Center. The program has been run as a cooperative, and parents as well as staff are involved with the new design process. The renovation will fully upgrade all systems, as well as bring the program into conformance with current best practices for early education and child care.

Construction Cost: \$1,200,000.    Completion Date:                          December, 2010



**Representative Early Education Project List**

**General Services Administration  
Mid-Atlantic, Northeast and Caribbean**

The GSA manages most federal properties in the US, including 110 child care centers. We were selected to assist them with a variety of expansion, renovation, new construction and related projects for their child care program. The geographic range of the projects we will be designing include the Mid-Atlantic, Northeast and Caribbean regions of the country, and our services are expected to continue for up to five years.

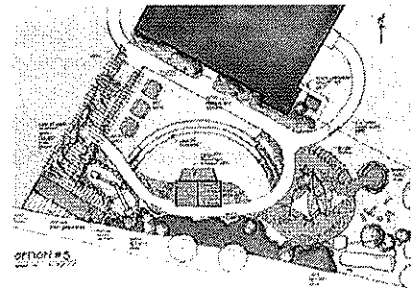
Construction Cost: varies                                  Completion Date:                          Annual, renewable



**Westfield Child Center: Nature-based playground  
Brockton, Massachusetts**

Westfield Child Center invited us to design a "nature-based playground" to augment their conventional playground serving preschool and school-age children. The developed scheme includes planting beds, water play, a 'tree fort', amphitheatre and other elements that are intended to increase the children's interactions with the natural world and provide less conventional opportunities for exploration and discovery in the outdoors.

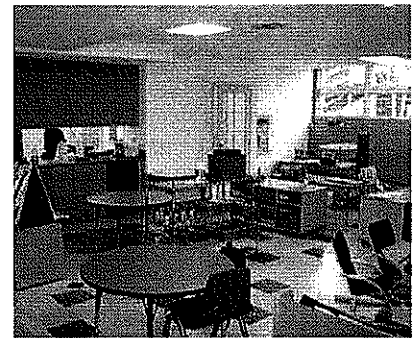
Construction Cost: \$200,000                                  Completion Date:                          Summer, 2010



**Jewish Community Centers of Greater Boston  
Sharon, Massachusetts**

The Jewish Community Centers of Greater Boston plans to relocate a pre-existing preschool program to a new location in Sharon, Mass. We have been invited by the JCC to design the new facility. The new center will occupy an existing wing of the Temple Sinai, which has direct access to an adjacent outdoor playspace. The site grading slopes down to the the east, and new windows will be installed along the eastern exterior wall. We have organized the layout and arranged the classrooms to maximize daylighting through these new exterior windows, as well as to afford views to a nature-oriented playground.

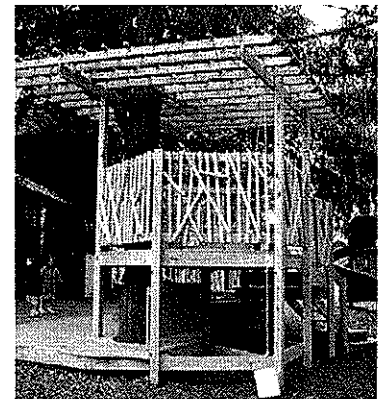
Construction Cost: \$800,000                                  Completion Date:                          July, 2009



**Ann Pappajohn Vassiliou Child Study Center  
Chestnut Hill, Massachusetts**

The Ann Pappajohn Vassiliou Child Study Center has invited us to assist them with design improvements to the outdoor play areas that support their child care center. The facility occupies a part of the beautifully landscaped campus of Pine Manor College, and has the opportunity to integrate a more nature-based approach to the outdoor experience for young children.

Construction Cost: \$175,000 (est).                                  Completion Date:                          June, 2009



**Representative Early Education Project List**

**Corning Children's Center  
Corning, New York**

This new 24,000 square foot child development facility is designed as a series of "family houses" organized around two central courtyards. As each "house" contains one of each age group from infants through school age, this design exemplifies the current goal for continuity of care. The center will also feature destination places such as an art studio, library and specialized playyards which will provide many opportunities for field trips without leaving the center. The design will also allow for phased construction, with an ultimate size projected at 40,000 square feet.

Construction Cost: \$7,000,000.                      Completion Date:                      July, 2009



**Children's Montessori School  
Jacksonville, North Carolina**

The Children's Montessori School of Jacksonville, NC currently provides a progressive learning environment for children from infancy through third grade, with a strong commitment to learning with nature. The first phase of expansions includes an indoor-outdoor laboratory with rain-water catchment, operable walls, transformable spaces, and other elements to encourage experimentation with the natural world. We are also designing a new 5,000 square foot building to accommodate upper elementary students through sixth grade. The building design will integrate with further developments in the outdoor play environment, which is being led by the Natural

Construction Cost: TBD                                      Completion DatePhase 1: September, 2009



**Harvard Business School - Soldier's Field Park Children's Center  
Allston, Massachusetts**

As part of Harvard's ongoing program to improve and expand child care facilities, we designed an expansion to the Soldier's Field Park center on the HBS campus. In addition to expanded infant/toddler capacity, we created a new multi-purpose destination intended to both expand programming enrichment opportunities and to provide a common community focus for the disparate parts of the center. This space was carefully designed to incorporate innovative fold-away tables, window seats, a "studio" area with child height sink/counters, and other elements which enable transformations in use.

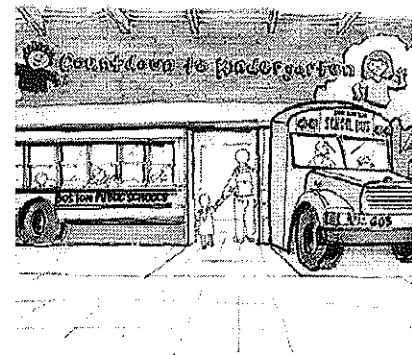
Construction Cost: \$750,000                      Completion Date:                      August, 2008



**"Countdown to Kindergarten" Exhibit  
Boston, Massachusetts**

We are working with the Boston Children's Museum to design a new exhibit for their recently renovated museum which will focus on the transition to kindergarten. The intent of the exhibit is to augment city-wide programs that encourage early readiness for the children and their families as they prepare for this important milestone in their lifetime of learning.

Construction Cost: \$500,000 est.                      Completion Date:                      Summer, 2010

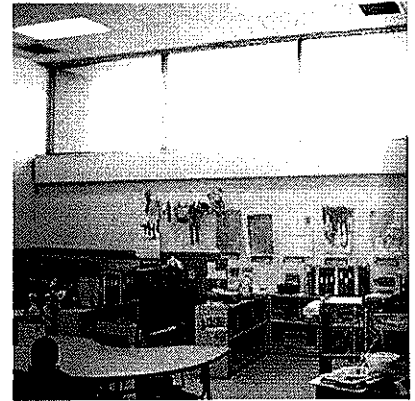


**Representative Early Education Project List**

**Camden Early Head Start  
Camden, New Jersey**

Acelero Learning has worked with other community service groups to create a new Early Head Start program serving 48 infants and toddlers as part of a complete renovation of an existing YMCA in Camden. We were invited to provide planning, design and consultation to the local architects related to the child care component of the project, including the play yard.

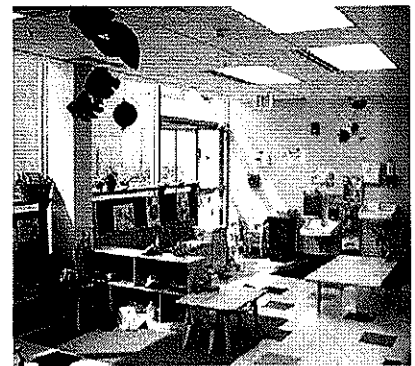
Construction Cost: \$500,000. (est)                      Completion Date:                      May, 2007



**Bright Horizons Family Center - The Prudential Center  
Boston, Massachusetts**

The ongoing redevelopment at The Prudential Center has provided an opportunity to redesign and renew this children's center which was originally built to our design in 1990. The new design integrates state of the art standards for high quality child development. The final configuration features an adjacent plaza-level playground that is immediately accessible to children in the center, but protected from the public.

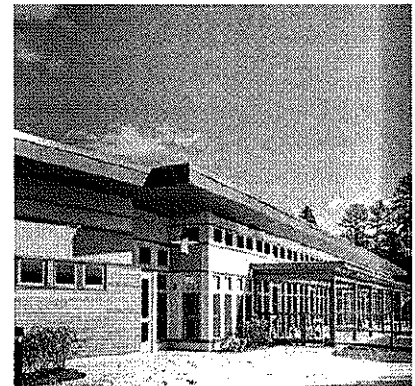
Construction Cost: \$550,000.                      Completion Date:                      January, 2006



**Williams College - New Children's Center  
Williamstown, Massachusetts**

Subsequent to a site selection process, Williams College invited us to design the new home for their Children's Center. We worked closely with the building committee, the college's faculty, and staff families to design an ideal center that focuses on the connection between the indoor and outdoor environments. The site is distinguished by having exceptional access to the surrounding natural beauty along with a sense of privacy and close proximity to the campus center.

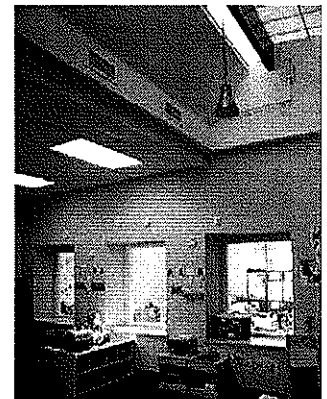
Construction Cost: \$4,300,000.                      Completion Date:                      September, 2007



**Horizons for Homeless Children - "White Rock"  
Roxbury, Massachusetts**

Horizons for Homeless Children is an organization that provides child care to homeless families in Boston, while parents are engaged in education and employment programs. We have been involved with the organization since we designed their first children's center in 1993. This facility includes their third children's center (for 50 children) as well as the new home for the organization's leadership and administration. The design, involving the conversion of an old soda bottling plant, carefully integrated daylighting and views from new skylights and windows into the new children's areas.

Construction Cost: \$620,000.                      Completion Date:                      Fall, 2005

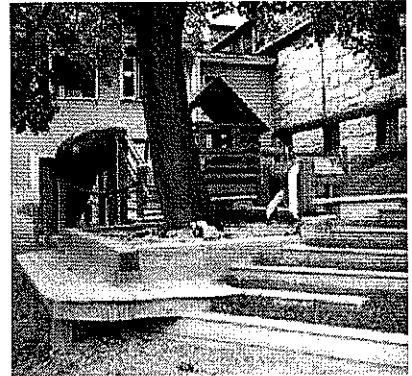


**Representative Early Education Project List**

**Lincoln Nursery School - Playground Renovations  
Lincoln, Massachusetts**

This project updates the exterior playyards for a 50-year-old cooperative nursery school, the interior spaces of which we renovated in 2000. The design updates the exterior environment to be supportive of contemporary approaches to early childhood development and to better integrate with the rural town-center character in which it is located. The design integrates elements constructed by parent volunteers with the existing topography and mature trees.

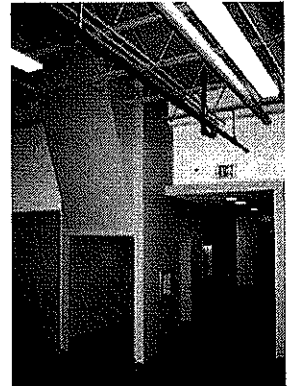
Construction Cost: \$90,000.                      Completion Date:                      June, 2001



**Bright Horizons Family Center at The Southfield Center  
South Plainfield, New Jersey**

This new center occupies about 10,000 square feet in an office park with adjacent playyards. The center incorporates many of the features of a model "family center for the 21st century". The center was designed to accommodate 142 children, aged infant through preschool.

Construction Cost: \$700,000. (est.)                      Completion Date:                      July, 2001



**Bright Horizons Family Center at Mountain Lakes  
Mt. Lakes, New Jersey**

This new center occupies about 10,000 square feet in an office park housing Newsweek and other corporate offices. The center incorporates many of the features of a model family center, with adjacent playyards designed into a wooded and bermed site. Interior windows provide multiple, layered views to the exterior and help the entire environment feel integrated. The center is designed to accommodate 142 children.

Construction Cost: \$900,000.                      Completion Date:                      October, 2000



**"Erwin Child & Family Center" Expansion  
Erwin, New York**

As part of Corning's growth plan, we designed an expansion to the Erwin Valley center (originally designed by us and completed in 1998) to accommodate 60 additional children. The expansion essentially adds one family grouping in a wing that reinforces the original design intentions.

Construction Cost: \$1,500,000.                      Completion Date:                      October, 2000

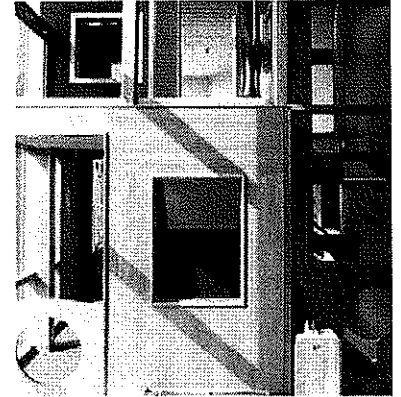


**Representative Early Education Project List**

**"The Eagle's Nest" - First USA Back-up Child Care Center  
Wilmington, Delaware**

We designed this back-up child care center to take advantage of a tall space in First USA's Wilmington offices. The climbing/play tower occupies a double-height space and is accessible from both the toddler and preschool/school-age sides of the center. Curved soffits delineate the change in ceiling heights, allowing abundant daylight into the deeper spaces while maintaining child-friendly proportions.

Construction Cost: \$400,000.                      Completion Date:                      June, 1999



**"Kids Next Door" a Warner-Lambert Family Center  
Morris Plains, New Jersey**

Located on a prominent wooded hilltop on Warner-Lambert's world headquarters campus, the design of this center takes advantage of the topographical features of its site. The classrooms and common spaces step gently up around a centralizing outdoor courtyard, and a playloft mezzanine overlooks a projects/commons and the courtyard. The 17,000 square foot center was designed to accommodate 180 children.

Construction Cost: \$4,100,000.                      Completion Date:                      November, 1999



**"Erwin Child & Family Center" - Corning, Inc.  
Erwin, New York**

This 12,000 square foot child care facility is the third center serving the Corning community. In this new building, homebases for 120 children are organized in several scales of community. "Family groupings" include the full complement of age groups arranged around a central living room. These groupings are in turn arranged around a large "commons" area to create a sense of community for the entire center. The common spaces have high ceilings, clerestory windows, and open onto a landscaped courtyard.

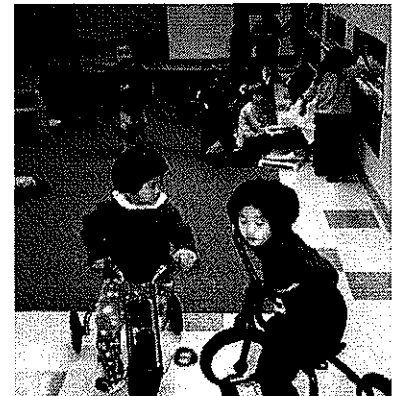
Construction Cost: \$2,000,000.                      Completion Date:                      September, 1998



**Landmark Child Care Center  
Boston, Massachusetts**

This child care center is part of the Master Redevelopment plan for the historic Sears building, located within the heart of Olmstead's "Emerald Necklace." The 10,000 square foot center is on the fourth floor of the building, with an adjacent roof-top playground, and is designed for 100+ children.

Construction Cost: \$550,000.                      Completion Date:                      October, 2000



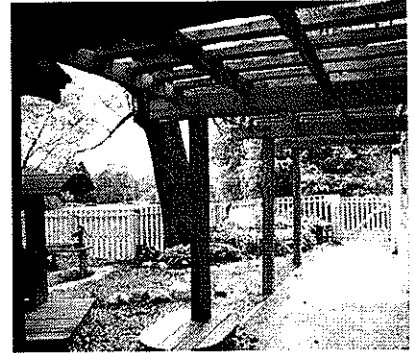


**Representative Early Education Project List**

**Lincoln Nursery School  
Lincoln, Massachusetts**

This project incorporates significant improvements in this 50 year old cooperative nursery school housed in a 1950's addition to a 19th century Richardsonian parish house. The design thoroughly updates the environment to be supportive of contemporary approaches to early childhood development.

Construction Cost: \$150,000.                      Completion Date:                      August, 2000



**"West Point Child Learning Center" - Merck & Co.  
West Point, Pennsylvania**

This new 20,000 square foot child learning center was designed to accommodate 240 children at Merck's West Point campus for a comprehensive range of programs including back-up and school-age care. The facility incorporates state-of-the-art conceptions about flexible arrangements of spaces for varying age groups, continuity of care, and balance between community areas and homerooms. The surrounding playgrounds were designed to incorporate a mature stand of trees which provide shade and a more natural setting for the entire facility.

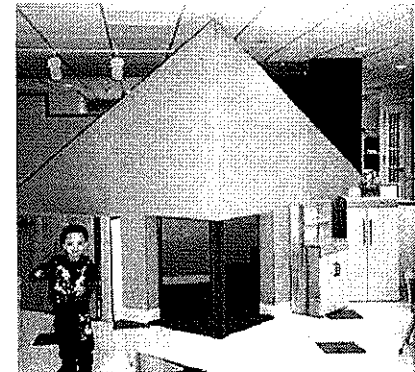
Construction Cost: \$2,800,000.                      Completion Date:                      August, 1997



**Gateway Back-up Child Care Center  
Newark, New Jersey**

This new back-up program serves the employees in and around the Gateway complex, including The Prudential. The layout was configured to optimize the flexibility of spaces in order to accommodate a variable age mix. Integral to the design concept are moveable activity surfaces which enclose or open up contiguous spaces depending on the need for varying age groupings or other mixes that can change from day to day.

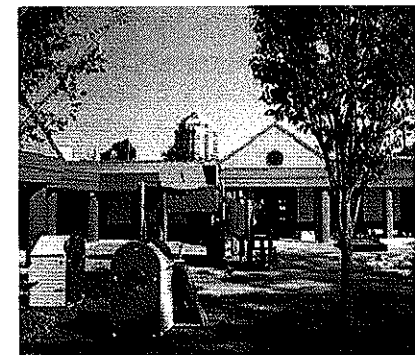
Construction Cost: \$380,000.                      Completion Date:                      July, 1997



**"Turner Second Generation - A Family Center"  
Atlanta, Georgia**

Serving the employees of Turner Broadcasting Systems, this new 10,500 square foot building is organized around a central courtyard. The classrooms open out onto a deep shaded porch which in turn surrounds the courtyard playgrounds. The building is situated so that one of four sides of the courtyard is open and provides sweeping views from the high vantage point of the central space out over the Turner Broadcasting System campus. The facility accommodates infants, toddlers, preschoolers and a range of afterschool, summer and other related programs.

Construction Cost: \$1,700,000.                      Completion Date:                      October, 1996



**Representative Early Education Project List**

**"Russell Call Child Care Center", Northeastern University  
Boston, Massachusetts**

This 5,200 square foot child care center is located in a residential building on the Northeastern University campus. The project scope included a new entrance and playground for the center, the relocation of dormitory common amenities, as well as complete interior reconstruction to accommodate the child care center. An immovable central concrete vault was perforated, resurfaced and transformed into a landmark playhouse.

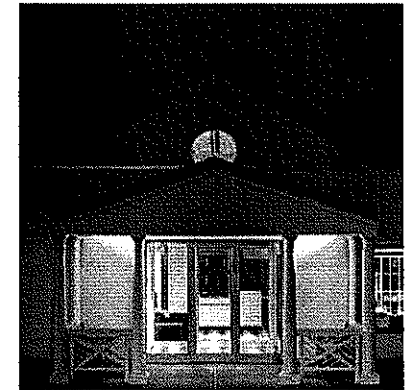
Construction Cost: \$330,000.                      Completion Date:                      April, 1993



**Mount Olive Children's Center at the International Trade Center  
Mount Olive, New Jersey**

This free-standing child care center was designed for a Rockefeller Group mixed-use enterprise zone development. The design for the new building incorporates clerestory windows to admit natural daylight to a central activity space and 'borrowed' light to homerooms. The 7,400 square foot building accommodates 16 infants, 40 toddlers, and 60 preschoolers.

Construction Cost: \$950,000.                      Completion Date:                      September, 1993



**Child Care International - Minami Azabu  
Tokyo, Japan**

This first project for Child Care International involved our design of a prototype daycare facility of 3,200 square feet for 38 infants, toddlers and preschoolers serving corporate employees and diplomatic families in Tokyo. The center incorporates innovative and playful spaces for children and their families, including a tatami room and built-in lofts and cozy spaces.

Construction Cost: \$300,000.                      Completion Date:                      January, 1992



**Bright Horizons Children's Center - Copper Ridge  
Lyndhurst, New Jersey**

Located on the ground level of a newly developed mixed-use complex, this child care center was designed to take extensive advantage of interior windows to create a light and airy environment. An entrance gallery leads to a central activity space which provides a sense of openness to the entire center.

Construction Cost: \$220,000.                      Completion Date:                      August, 1991

