



Cleveland
University
Heights



City School District

Master Planning Consultant Qualifications

August 19, 2011

Society

Discovery

Creativity

Westlake
Reed
Leskosky



Van Auken Akins
ARCHITECTS LLC

August 19, 2011

Mr. Steven Zannoni
Project Management Consultants
127 Public Square, 39th Floor
Cleveland, OH 44114

RE: RFQ for Master Planning for Cleveland Heights-University Heights City Schools

Dear Steve:

Westlake Reed Leskosky (WRL) and Van Auken Akins Architects LLC (VAA) are pleased to team on a response to the master planning RFQ that will ensure long-term academic excellence for Cleveland Heights-University Heights City Schools in facilities equipped for 21st Century learning. As two of Northeast Ohio's leading design firms, WRL and VAA will provide master planning, architectural, engineering, technology and LEED consulting services for the project. WRL and VAA studios are located just blocks from each other in downtown Cleveland and just 9 miles from the Board of Education office. Our team has the experience, strong leadership and staff capacity to meet the needs of this large-scale planning project within the desired timeframe.

In addition, we have included FRANK LOCKER Educational Planners, based in the Boston area, along with local education consultant Linda J. Williams to lead the educational visioning, public engagement and partnership portions of the project. Frank Locker, along with his associate Judy Morgan, recently co-presented with Superintendent Doug Heuer for the Ohio School Facilities Commission 21st Century School Design Workshop. Frank "fell in love with the District" at the OSFC conference and is excited about the learning styles school organization that CH-UH is pursuing. In her capacity as Senior Director of Educational Services at *ideastream*, Linda is currently working with CH-UH on a 21st century curriculum project and is eager to extend her involvement with the District.

As demonstrated in the attached qualifications, our team offers the following key benefits to Cleveland Heights-University Heights City Schools:

- Locally-led team: 126 years of combined experience in Northeast Ohio by WRL and VAA
- Decades of award-winning design and master planning experience
- Multi-disciplinary expertise in architecture, engineering, technology and sustainable design
- Strong K-12 facility design and renovation expertise, with both public and private institutions
- 13 years of experience with Ohio Schools Facilities Commission
- Thought leaders in 21st Century Learning principles and educational planning from consultant and district perspectives

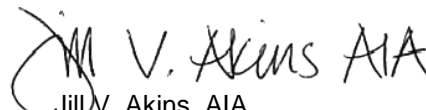
We are confident that our **expert team of big thinkers can build a long-term, sustainable, and financially feasible solution** for Cleveland Heights-University Heights Schools. We welcome the opportunity to further discuss our team's qualifications and the District's needs in an interview, and we look forward to receiving the next RFP. Our team's key contact is Jill Akins, Principal, Van Auken Akins Architects, 216.241.2220.

Please feel free to contact either of us directly should you have questions or need additional information. We thank you for your consideration.

Sincerely,



Paul E. Westlake, Jr., FAIA
Managing Principal
Westlake Reed Leskosky



Jill V. Akins, AIA
Principal
Van Auken Akins Architects LLC

Statistics Jobs File

Overview

Facility Master Planning Experience

Project Team

Sustainability

Innovative Educational Planning

Public Engagement

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Every Student, Every Day, Some Success, Some Way. College Ready, Life Prepared!



Overview



Westlake Reed Leskosky

Headquartered in downtown Cleveland since 1905, Westlake Reed Leskosky (WRL) is a full-service Architecture and Engineering firm with a 106+ year legacy of design excellence and enduring quality. The firm provides comprehensive, fully-integrated design and management services including Architecture, Engineering, Interior Architecture and Design, Master Planning, Programming, and Feasibility Studies along with Technology Design and LEED consulting. WRL has an award-winning portfolio of significant projects in Northeast Ohio and around the country focusing primarily on Performing and Cultural Arts, Educational Facilities, Workplace Environments, Healthcare, Research and Technology, and Historic Preservation and Adaptive Reuse. The vast majority of our clients are not-for-profit or public institutions.

We embrace the opportunities posed by working in diverse building types. This variety allows us to apply the full range of our design abilities and to draw upon existing areas of our expertise, while continually stimulating fresh, new ideas and approaches in our practice. Because of the depth and breadth of our practice, we are able to understand the specific nature of a client's singular endeavor, and realize the potential inherent in it.

Westlake Reed Leskosky is a Limited Liability Corporation consisting of four members and six other principals. The firm was founded in Cleveland, Ohio in 1905 and has been in continuous practice since then. With a professional staff of nearly 150, the firm is the largest architectural firm and the 7th largest engineering firm in Cleveland. In May the firm was ranked #19 in *Architect* magazine's top 50 design firms nationally. In addition to our Cleveland headquarters, Westlake Reed has offices in Washington, DC; Phoenix, Arizona; New York, New York; and Los Angeles, California.

The firm has been honored with more than 300 significant design awards in the last 25 years, including an Ohio AIA Gold Medal Firm Award, a Federal Design Achievement Award, several honors from the National Trust for Historic Preservation, and a GSA Design Award. The firm's work has been featured nationally and internationally in professional and popular publications, including *Architecture*, *Architectural Record*, *Building Design & Construction*, *Contract*, *Interiors* and *Wallpaper*.

Van Auken Akins Architects

Jill V. Akins, AIA established Van Auken Akins Architects LLC (VAA) in May 1992 with a vision to design inspiring environments. The single employee firm, committed to providing outstanding service to clients, began with projects ranging from homes to public buildings and golf clubs. Quickly the firm grew its client base and staff, adding about one employee each year.

Today the VAA staff totals 29, with design projects exceeding \$1 billion in construction. The firm's services include architectural design and planning, construction management and interior design. VAA is skilled in specialized construction projects such as science and research facilities, healthcare centers, correctional institutions, airports and various aspects of educational institutions.

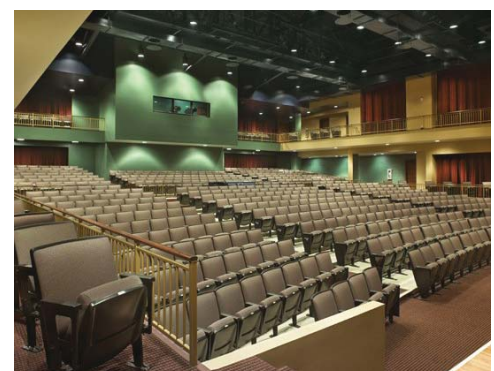
VAA's clients, ranging from the private to public sector, are encouraged to actively participate in the design process. VAA believes that this collaboration is essential to ensuring the client vision is met while staying within the prescribed timeline and budget.

As members of the Northeast Ohio chapter of the U.S. Green Building Council (USGBC), VAA is committed to sustainable design. Whenever possible, the firm specifies products and construction methods to help create a safer environment. Currently, VAA has six Leadership in Energy and Environmental Design Accredited Professionals (LEED APs) on staff, with several more studying for the exam.

VAA is certified as a Female Business Enterprise (FBE) with the Ohio Department of Administrative Services' Encouraging Diversity and Growth Enterprise (EDGE) program and the Ohio Unified Certification Program (UCP) that includes agencies such as the Greater Cleveland Regional Transit Authority (GCRTA), Ohio Department of Transportation (ODOT) and Ohio Turnpike.

VAA also holds the U.S. General Services Administration's (GSA) Professional Engineering Services (PES) schedule for Construction Management and Comprehensive Furniture Management Services (CFMS), which includes project management, assets management, reconfiguration/relocation management and furniture design/layout.

As VAA enters its twentieth year of business, the firm remains committed to providing quality work and exceptional service to its clients. To do this, VAA will explore new projects to diversify its expertise and embrace new, innovative technology to help VAA work better, smarter and faster. Most importantly, VAA will remain true to the solid business ethics on which the firm was founded.





FRANK LOCKER Educational Planning

Devoted to improving education through innovations in educational delivery and facility planning, FRANK LOCKER Educational Planning is a national/international practice focusing on Educational Visioning, Educational Program Development, Educational Specifications, District Master Planning, Staff Professional Development, and collaborative Concept Design. Educational initiatives include producing the annual *Project-Based Learning Conference* in the Boston area, organizing the *21st Century Schools Design Workshop* conference series for the Ohio School Facilities Commission, and co-organizing the *Re-Thinking Learning Forum*, London, March 2011. Projects have been across the USA, plus Canada, England, Mexico and Rwanda. See www.franklocker.com

Frank Locker, PhD

Frank leads all projects at FRANK LOCKER Educational Planning. Honored as a Planner of the Year by the Council of Educational Facilities Planners, International, Frank has taught at the university level, and is a trained facilitator and a registered architect. He conceived and co-teaches the Harvard University School of Education/School of Design course for educators and architects, Effective Education/Innovative Learning Environments. A frequent speaker at international, national, and regional school planning conferences, his recent keynote addresses have been in Vancouver; Dallas; London and Manchester, England; Frankfurt; and Abu Dhabi. Frank is an affiliate of the Partnership for 21st Century Skills. In former business lives he was a vice president of DeJONG, Columbus, Ohio, and a partner with PDT Architects, Portland, Maine.

Judy Morgan

Judy Morgan is a seasoned educational leader with a demonstrated focus on 21st century learning. As Executive Director of Curriculum, Instruction and Accountability for the East Syracuse Minoa Central School District in upstate New York, she was responsible for the creation, organization and implementation of the District K-12 Strategic Plan based on integrating 21st century skills aligned with Common Core Standards and District Curriculum, resulting in increased test scores, graduation rates, and community participation and support.

Trained by the Partnership for 21st Century Skills, Rick and Becky DuFour (Professional Learning Communities), and Franklin Covey (7 Habits of Highly Effective People), Judy leads professional development for teachers and district leadership. She has been recognized by her peers for her work in teaching, learning and leadership development. Initially a classroom teacher, she became a school principal, serving in several districts, and recently has served as President of the New York State ASCD.

Through Frank Locker Educational Planning she was a lead speaker at the Ohio School Facilities Commission's June 2011 *21st Century Schools Design Workshop*, the first of a three-part conference series for invited school districts, intended to inspire and facilitate 21st century educational deliveries and facility design. She is active in West Virginia and South Carolina in other consulting.

Every Student, Every Day, Some Success, Some Way. College Ready, Life Prepared!

Facility Master Planning Experience



Facility Master Planning Experience

WRL-VAA's combined experience in facility master planning includes clients in diverse sectors, encompassing public and private K-12 schools, colleges and universities, performing arts and cultural centers and districts, medical campuses, and municipalities.

VAA has been working with the Ohio School Facilities Commission (OSFC) on facilities assessment/master planning services for the past 13 years from both architectural and construction management perspectives, completing more than 50 projects. In the past two years, the firm has completed numerous facility assessments with millions of square feet. VAA has also been providing peer reviews of A/E teams' drawings and specifications for OSFC projects at the Programming, Schematic Design, Design Development and Construction Document phases for over 13 years.

VAA also has a wealth of K-12 facility renovation and design expertise. The firm has worked with the Orange and Chagrin Falls School Districts and notable private institutions including University School, Laurel School, Hawken School, Beaumont School and The Lillian and Betty Ratner School.

VAA has completed numerous renovations for the Orange School District, which is recognized by the Hanover Research Council as a national model in providing students with 21st Century skills. VAA's work includes renovations to pre-K classrooms, Moreland Hills Elementary School, the new Ballard Brady Middle School Gym, Orange High School Commons and the Community Education and Recreation Center. Additionally, VAA managed the design of a new spinning room and currently has three projects under construction.

Over the past 12 years, VAA has also managed more than 30 new and renovation projects for University School with a construction value in excess of \$15 million. The projects entail new buildings and renovations to both the upper and lower campuses and include indoor pools, athletic wings, arts wings, administrative offices, faculty lounges, classrooms and the kitchen on the lower campus. New buildings include the Primary Wing and Conway Hall on the Shaker Heights campus and the Kilroy Fieldhouse on the Hunting Valley campus.

Finally, VAA has extensive higher education facility experience working with public and private institutions throughout Ohio such as The Ohio State University, Cleveland State University, University of Akron, Cuyahoga Community College, Heidelberg College, Ursuline College, Hiram College and Ashland University, among others.

WRL brings decades of experience in master planning and design to this project for Cleveland Heights-University Heights City Schools. Master planning makes up a considerable proportion of our work in all markets. Our carefully conceived plans and designs take into consideration long-range planning to establish a balance of demand and capacity and they are widely recognized for creating competitive advantages for our client institutions. As well as developing master plans for sites of all sorts, we enjoy a very successful track record of seeing our plans continue into successful implementation. We have completed many complicated renovation and adaptive re-use and multi-phased projects for diverse clients and are known for our creative-problem solving capabilities.

Drawing upon our expertise in highly complicated building types, Westlake Reed Leskosky has planned and designed more than 50 educational facilities that integrate advanced technology and communication systems into warm and pleasant spaces that equally acknowledge the social and interactive aspects of learning. WRL's experience with educational institutions encompasses a wide variety of building types, such as: performance spaces, classroom buildings, lecture halls, arts facilities, libraries, admissions facilities, student services facilities, kitchen/dining facilities, alumni centers, chapels, and

athletic/recreation facilities. Many of our latest educational projects have included technology-rich environments and LEED/sustainable design goals. Our academic clients include private schools, community colleges, private liberal arts colleges and large public universities.

Our master planning experience includes a long-standing relationship with Hathaway Brown School, a private independent school for girls, which began with the development of a campus master plan in 1986. Since then, the firm has updated the master plan several times and implemented more than 20 projects at the school ranging in cost from \$500 thousand to \$20 million. In the past several years, the firm embarked upon a conceptual master planning process in order to take a fresh look at the campus' needs for the 21st century. The firm has also completed multiple projects at Western Reserve Academy in Hudson and St. Ignatius High School on Cleveland's near west side. In the past three years, WRL has also created master plans for St. Vincent-St. Mary High School in Akron, Saint Joseph Academy on Cleveland's west side, and the Holton-Arms School, a private K-12 girls' school in Bethesda, Maryland. We are currently working as a consultant to another firm on the design of the new 126,000 SF Cleveland School of the Arts in University Circle.

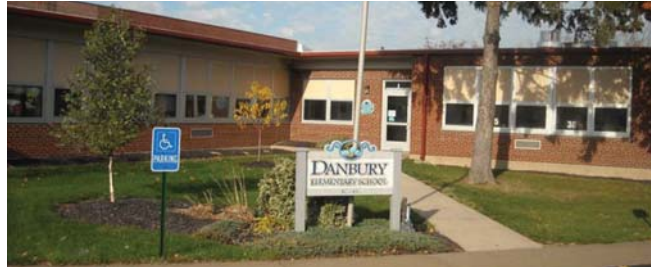
WRL has also worked for numerous colleges and universities, including Cuyahoga Community College, Cleveland State University, Lake Erie College, Kent State University, Oberlin College, Ohio College of Podiatric Medicine, University of Mount Union, and Ohio State University among others in Ohio. WRL completed a Master Plan for the Conservatory of Music and a Master Plan for a Green Arts District at Oberlin College and recently completed a comprehensive Master Plan for the Penn State University College of Arts and Architecture. We are currently engaged in a campus master planning effort for the University of Mount Union.

Finally, WRL has completed 80+ master plans and studies for arts and cultural organizations around the country, including work for PlayhouseSquare, the Cleveland Museum of Natural History, Blossom Music Center, the Music School Settlement and Cleveland Children's Museum locally.

Following we describe a number of VAA and WRL's educational projects; a listing of WRL and VAA's educational clients is provided and the end of this section.

Frank Locker's Educational Planning experience is described further in Tab 5: Innovative Educational Planning.

Ohio School Facilities Commission (OSFC) School Assessments



VAA Scope of Services:
Facilities Assessment / Master Planning

Start and Completion

Dates:
2009 - Ongoing

Client Contact:

Mr. Eugene Chipiga, Senior Planning Manager, Ohio School Facilities Commission
614.466.2338

VAA has been hired by the Ohio School Facilities Commission to provide Facilities Assessment / Master Planning Services. The scope of work for Facilities Assessment / Master Planning is to 1) collect on-site facilities conditions data; 2) compile the facilities condition data in the standard format provided by the Commission, and enter it into the Commission's assessment web tool; 3) produce hard copies of the assessment report in a standard format provided by the Commission; 4) attend assessment presentation meetings; and 5) provide architectural and planning expertise to the Commission in the master planning process.

To date, VAA has performed assessment services for the following districts:

- Lexington Local School District, Richland County - 370,229 SF
- Danbury Local School District, Ottawa County - 138,750 SF
- Coshocton Joint Vocational School, Coshocton County - 96,541 SF
- Medina Joint Vocational School, Medina County - 258,536 SF
- Columbus City Schools, Franklin County - 911,614 SF
- Great Oaks Institute of Technology and Career Development, Hamilton County - 1,009,306 SF

Ohio School for the Deaf and Ohio State School for the Blind



As part of the CM team, VAA provided OSDM design review, constructability and code reviews, and LEED services for this unique school district located in Columbus, Ohio. The Ohio School for the Deaf was founded in 1829 followed by the founding of the Ohio State School for the Blind in 1837. Current enrollment for the two schools is 300 students who come from 70 school districts in 52 counties. Both schools provide overnight accommodations for a portion of their student body Sunday through Thursday in residences segregated by sexes and grade levels. The school campuses are adjacent to each other, with the “Bull Moose Run”, a pristine natural ravine area with steeply sloped topography and creek separating the two campuses. The master plan includes a new academic building and residential building for each of the schools as well as renovations to select administrative buildings which will remain.

VAA Scope of Services:
Design Review, Constructability/Code Review, LEED

Start and Completion Dates:
2008

Client Contact:
Mr. Richard Hickman, Executive Director, Ohio School
Facilities Commission, 614.466.6290

OSFC Switzerland of Ohio School District



Beallsville Second Floor Plan



Beallsville First Floor Plan



VAA Scope of Services:
Design Review, Constructability/Code Review, LEED

Start and Completion Dates:
2009-2011

Client Contact:
Mr. Richard Hickman, Executive Director, Ohio
School Facilities Commission, 614.466.6290

VAA is a member of the Construction Management team for this rural Ohio district covering the largest geographical area in the state. The master plan includes four new elementary schools, one new PK-12, one new high school and renovations to an existing high school and is budgeted at \$86.5 million. VAA's scope of services includes OSDM design review, constructability and code reviews, and complete LEED services through construction.

OSFC Maple Heights School District



Junior High School



Elementary Schools

VAA Scope of Services:

Design Review, Constructability/Code Review,
LEED

Start and Completion Dates:

2010 - 2012 (construction)

Client Contact:

Mr. Richard Hickman, Executive Director,
Ohio School Facilities Commission,
614.466.6290

As part of the CM team, VAA will be providing OSDM design review, constructability and code reviews, and complete LEED services through construction for this Cuyahoga County school district. The master plan includes one new elementary school to house grades PK through 1; one new elementary school for grades 2 through 5; one new middle school to house grades 6 through 8; renovations/additions and partial demolition to Maple Heights Senior High School to house grades 9 through 12 and Career Tech; and allowance to abate and demolish four existing elementary schools, the middle school and the junior high school. The total project budget is over \$107 million.

OSFC Assessment Great Oaks Institute of Technology & Career Development



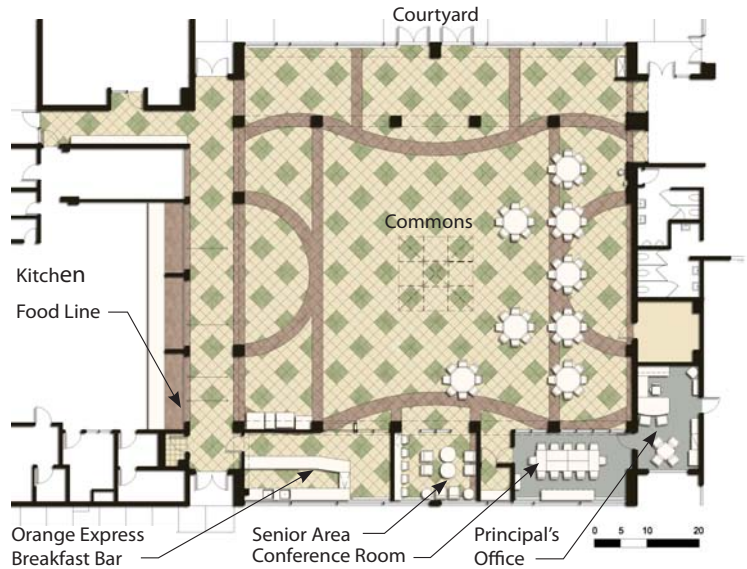
VAA Scope of Services:
Facility Assessment / Master Planning

Start and Completion Dates:
2010 - 2012 (construction)

Client Contact:
Mr. Richard Hickman, Executive
Director, Ohio School Facilities
Commission, 614.466.6290

In 2009, VAA was responsible for Facilities Assessment/Master Planning Services for the 1,009,306 SF Great Oaks Institute of Technology & Career Development, which is the largest career technical school in Ohio. Great Oaks is composed of four campuses – Scarlet Oaks, Diamond Oaks, Live Oaks and Laurel Oaks – and serves 36 school districts. VAA conducted field assessments of all facilities and sites at the four campuses, which ranged in size from 58 to 86 acre sites. Over 12 school buildings along with numerous fire towers, barns, stables, maintenance and storage buildings were evaluated.

Orange City Schools High School Commons Renovations



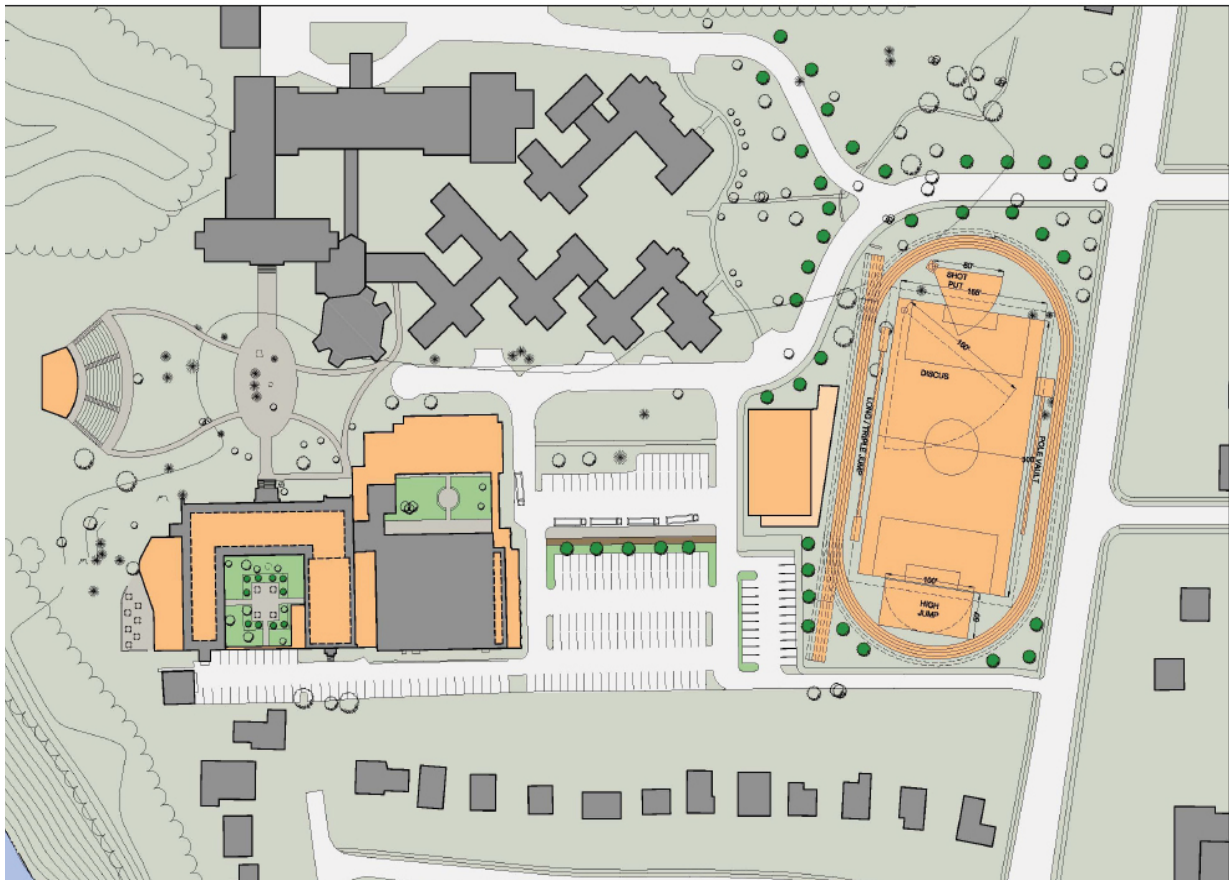
VAA Scope of Services:
Architecture and Interior Design

Start and Completion Dates:
2009

Client Contact:
Phil Dickinson, Director of Operations and Business, Orange City Schools
216.831.8600 x 6611

The project scope includes approximately 7,480 square feet of existing cafeteria space. The existing roof and structure were replaced with a system that provides more slope for proper drainage as well as more daylighting along with the roof replacement, a new conference room adjacent to the Principal's office, a vending area and grab-n-go food stations were incorporated. Electrical and mechanical system modifications due to the roof replacement and new amenities were addressed, as well as new flooring, finishes and A/V systems. The construction cost for the project was \$1.3 million.

St. Joseph Academy Master Plan + Implementation



WRL Scope of Services:

Master Planning, Architecture, Mechanical, Electrical and Structural Engineering, Acoustical, Audio-Visual and Theatre Technical, LEED

Start and Completion Dates:

Spring 2007-ongoing

Client Contact:

Mary Ann Corrigan-Davis, President
Saint Joseph Academy
216.251.6788 ext. 256

Westlake Reed Leskosky conducted a Facility Assessment and Master Planning study for St. Joseph Academy. Housed in a single 1929 building on a 44-acre land-locked urban site, the school sought to evaluate the need for and feasibility of facility renovation and/or expansion. In undertaking the study, the school aims to transform its physical environment into a modern, 21st century learning space in the most cost effective way possible.

St. Joseph Academy continued

Phase 1A of this project is the Dining Hall Expansion. This includes a new 4,580 SF single-story addition which will be constructed on the west end of the existing four-story masonry school building. The \$3 million addition will double the size of the kitchen and dining room, including updated food service equipment and two separate serving lines to provide healthy meal options. The dining room, being a half-story below grade, will be flooded with light from the new glass doors on the west that open onto a large patio area. Construction documents for this project were completed in February 2010. Once fundraising is complete, construction will begin.

A \$2.55 million infrastructure upgrade to the primary utility systems in the existing 11,000 SF, 1928 school building will be completed in Phase 1B. The existing steam heat system and steam radiators will be eliminated and replaced with a hot water fintube system. The electrical service will be disconnected from the adjacent convent, and an independent electrical service will be provided for the school. Supplemental electrical capacity will be provided to the school which is currently at capacity. IT and data systems will be provided throughout the 1928 building to serve the ever-expanding technologies used in the curriculum. Lastly, the fire alarm system will be replaced with a new system that meets current building codes.



Proposed Dining Hall Expansion



Existing



Proposed Dining Hall Interior

Cleveland School of the Arts



WRL Scope of Services:
MEP and Technology (A/V, IT, Security
and Theatrical) Design

Start and Completion Date:
Aug 2010 - ongoing

Client Contact:
Christine Bluso, Executive Director,
Friends of the School of the Arts
PO Box 18265
Cleveland, OH 44118
216.421.7690
christine@freindsofcsa.org

Patrick Zohn, Esq., Chief Operating Officer
Cleveland Municipal School District
216.574.8339



Rendering and site plan courtesy of Moody-Nolan

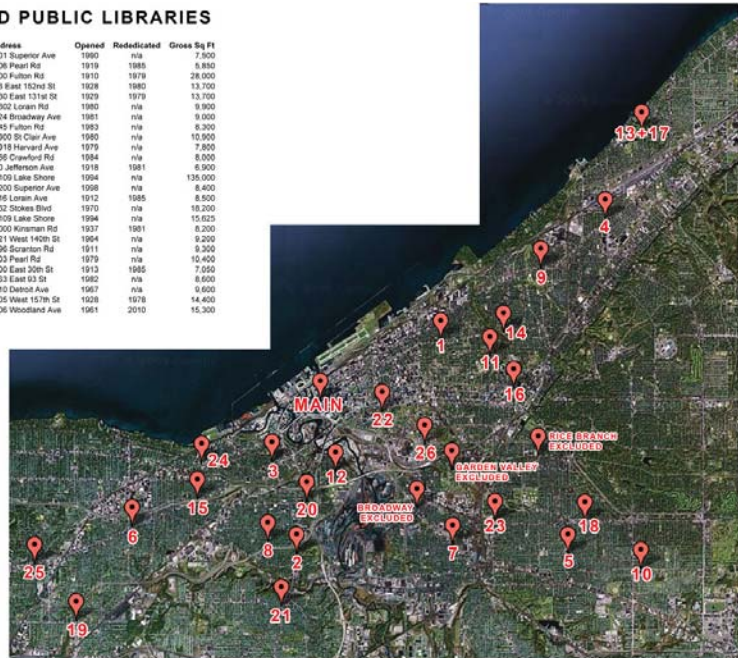
Westlake Reed Leskosky is a consultant to Moody-Nolan on the design of a new Cleveland School of the Arts for the Cleveland Municipal School District. The existing historic building had deteriorated to the point that renovation was deemed unfeasible. It will be demolished to make way for a new 3-story, 126,000 SF building will house 775 students in grades 6 through 12. WRL is providing mechanical and electrical engineering and all technology design, including audio-visual, IT, security and theatrical systems, for the new building and will be the lead designer for the separate performing arts space is a proposed future addition to be funded privately. The project is targeting LEED for Schools v. 3 Silver certification at a minimum.

Cleveland Public Library Facility Assessment of Branch Libraries

Westlake Reed Leskosky is conducting an assessment of 26 of the Cleveland Public Library's branch libraries encompassing 400,000 SF of space. The project includes field investigations and evaluation of building envelope, core and shell, interiors and all MEP infrastructure as well as site and landscape considerations, wayfinding and programming/operational issues. The project, which is being completed in a four-month time frame, will allow the Library to plan for ongoing maintenance and future improvements to its facilities.

CLEVELAND PUBLIC LIBRARIES

Branch	Address	Opened	Rededicated	Gross Sq Ft	
1	Addison	8901 Superior Ave	1990	n/a	7,500
2	Brooklyn	3728 Pearl Rd	1978	1985	8,800
3	Carnegie West	1900 Fulton Rd	1910	1979	28,000
4	Collinwood	856 East 152nd St	1929	1980	13,700
5	East 131st St	3800 East 131st St	1929	1979	13,700
6	Eastman	11602 Lorain Rd	1980	n/a	9,900
7	Fleet	7224 Broadway Ave	1981	n/a	9,000
8	Fulton	3543 Fulton Rd	1993	n/a	8,300
9	Glenville	11900 St Clair Ave	1990	n/a	10,900
10	Hansen-Lee	10918 Harvard Ave	1979	n/a	7,800
11	Hough	1566 Crawford Rd	1994	n/a	8,000
12	Jefferson	850 Jefferson Ave	1918	1981	136,000
13	Lakeshore Family	17100 Lake Shore	1994	n/a	136,000
14	Langston Hughes	10200 Superior Ave	1998	n/a	8,400
15	Lorain	8216 Lorain Ave	1912	1985	8,500
16	Martin Luther King Jr	1960 Stokes Blvd	1970	n/a	19,200
17	Memorial-Noddingham	17109 Lake Shore	1994	n/a	15,625
18	Mt Pleasant	14000 Kirtman Rd	1937	1981	8,200
19	Rookport	4421 West 140th St	1994	n/a	8,200
20	South	3096 Scranton Rd	1911	n/a	9,300
21	South Brooklyn	4300 Pearl Rd	1979	n/a	10,400
22	Stedley	2200 East 20th St	1913	1985	7,050
23	Union	3463 East 93 St	1982	n/a	8,600
24	Wald	7910 Detroit Ave	1987	n/a	8,600
25	West Park	3805 West 157th St	1928	1978	14,400
26	Woodland	5806 Woodland Ave	1961	2010	15,300



Martin Luther King Branch



Langston Hughes Branch



Glenville Branch



East 131st Street Branch

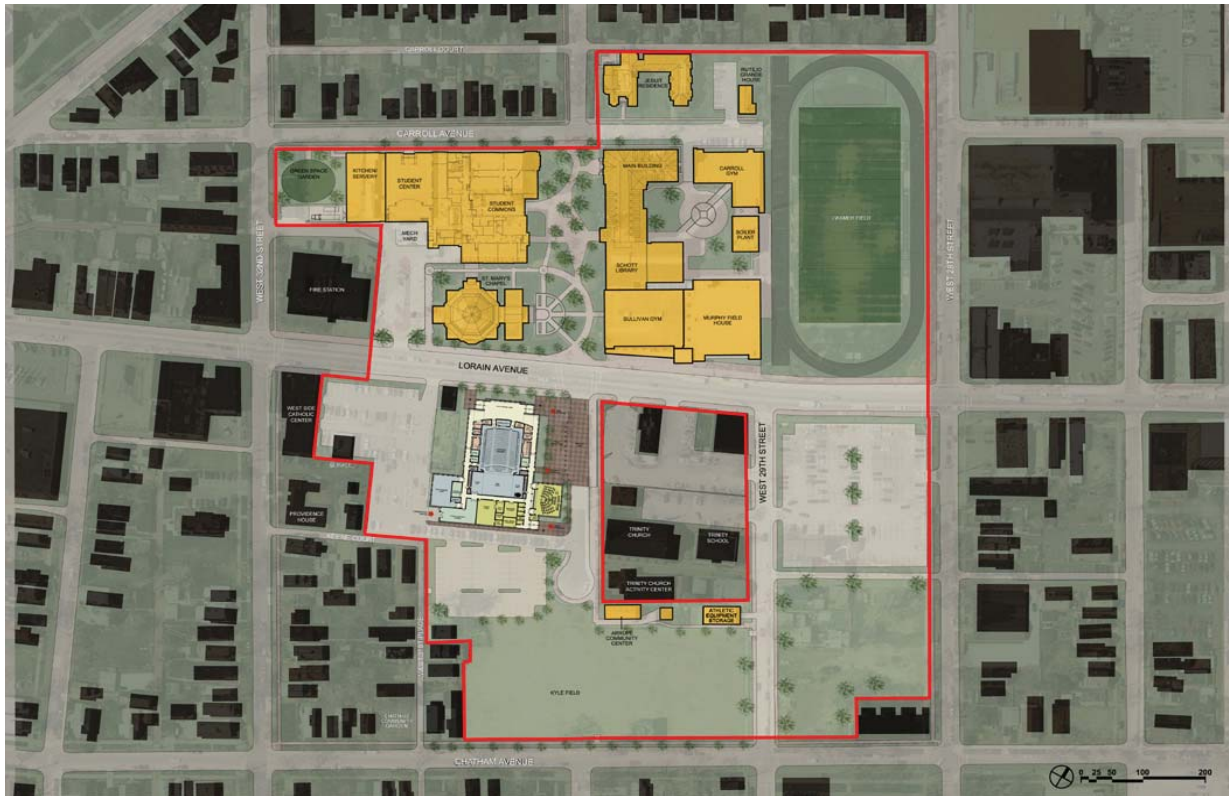
WRL Scope of Services:
Prime Consultant, Architecture,
MEP and Structural Engineering

Start and Completion Date:
June - September 2011

Client Contact:
Tim Murdock
Assistant Facilities Administrator
216.623.2846
Timothy.murdock@cpl.org

Cindy Lombardo
Acting Deputy Director
Cleveland Public Library
216.623.2878

St. Ignatius High School



WRL Scope of Services:

Master Planning, Architecture, Mechanical, Electrical and Structural Engineering, Acoustical, Audio-Visual and Theatre Technical, LEED

Start and Completion Dates:

2004– August 2009

Client Contact:

Peter Hendlar, Director of Plant Services
St. Ignatius High School
216.651.0222 / 216.281.4387 (Ph 2) /

St. Ignatius High School, a Jesuit Preparatory School founded in Cleveland in 1886 with an enrollment of 1,376 young men, includes 16 buildings totaling 350,000 square feet and in an urban setting. Westlake Reed Leskosky has performing significant design work for the school in recent years including a renovation of the Campus Ministry department, a Student Center renovation and addition and a new performing arts center.

St. Ignatius High School Breen Center for the Performing Arts LEED NC

Located along one of Cleveland's most prominent east-west thoroughfares, the new performing arts center is sited at a terminus view corridor across the Lorain-Carnegie Bridge, strengthening the urban conditions of the site and reinforcing connections to the school campus and outdoor Mall to the north.

Completed in 2009, the 36,000 SF building includes: a 550-seat proscenium theatre, a 150-seat band room, a rehearsal room, chorus room, practice rooms, and a range of stage and performer support spaces. The lobby is actively programmed for informal gatherings, such as classroom lectures, video presentations, and also serves as a gallery space.

The building's strong lobby volume with expansive glazing and the massing of the Band Room Pavilion beyond define an outdoor entry courtyard that organizes access to the lobby and theatre, provides a convenient drop-off area for patrons, and can be used for outdoor events and gatherings.

Westlake Reed Leskosky's design is traditional in concept, reinterpreting the basilica-form and complementing the traditional forms and materials of the original campus buildings.

The project achieved LEED NC certification.



St. Ignatius High School Lower Student Center Addition

The \$3.3 million food service addition and renovation to the Student Center provided a new dining hall, student lounge (multi-purpose space), and public restrooms for both new and remodeled areas. The addition of nearly 7,200 SF includes a new serving area complete with a grill line, pizza station and entree line, kitchen, loading dock, and an outdoor green space. The project was completed in August 2007.

An earlier renovation completed in 2006 by Westlake Reed Leskosky brought the Campus Ministry department and Theology offices up to date.



Laurel School

Alice Lehmann Butler Center for Physical Fitness and Wellness, Butler Campus



VAA Scope of Services:
Architecture and Interior Design

Start and Completion Dates:
2010

Client Contact:
Ms. Ann Klotz, Head of School
Laurel School
216.464.1441

The Alice Lehmann Butler Center for Physical Fitness and Wellness at Laurel School is designed to become a part of its site via a connection with the site's vernacular – existing buildings, landforms, vegetation and other natural cues present on the campus. The building materials complement this setting through use of stone, rustic siding, wood windows and doors.

The main 3,000 SF Fitness Room of the Center is light-filled and open to a high bay ceiling framed with exposed wood trusses. Views are toward the existing forested area to the south. An exterior patio area engages both the interior room and exterior landscape, serving as a connector between the two. Windows are operable in order to bring in fresh air and breezes during temperate weather. The Locker Rooms and other utilitarian service areas of the Center are clean, bright, simple spaces designed with maximum utility of space and minimal maintenance needs. This space accommodates approximately 60 girls.

The construction documentation has been submitted for Silver Level LEED certification.

St. Vincent - St. Mary High School Master Plan



WRL Scope of Services:

Master Planning, Architecture, MEP and Structural Engineering

Start and Completion Dates:

Summer - Fall 2006 (Master Plan)
Spring 2007 - September 2009 (Bishop Cosgrove Center)

Client Contact:

Jim Conlon, Former Board President
St. Vincent-St. Mary Foundation
440.526.9301

Selected through a design competition, Westlake Reed Leskosky completed a Master Plan for this co-educational, college preparatory Catholic High School in Akron, Ohio. The goals for the project were to give vision and direction to the campus for the next decade and beyond. The Master Plan suggests a fully integrated academic, athletic, and spiritual campus for this institution that currently serves 630 students. The completed campus will possess approximately 180,000 SF of buildings, athletic facilities, spiritual sanctuaries, campus spaces, walks, and parking areas—all serviced and maintained with efficient and environmentally sensitive building systems. The new and re-imaged campus will be rendered with a common palette of materials informed by the robust stone, masonry, copper and tile roofs of the existing St. Vincent and St. Mary Parish buildings and the geology of the Cuyahoga Valley. The Master Plan also shapes the landscape in order to broaden or focus view corridors and enhance campus experience. Further investigations will seek to incorporate features of the nearby Cuyahoga Valley into the campus, blurring campus boundaries and encouraging this urban school to meld into the natural surroundings.

St. Vincent - St. Mary High School Bishop Cosgrove Center

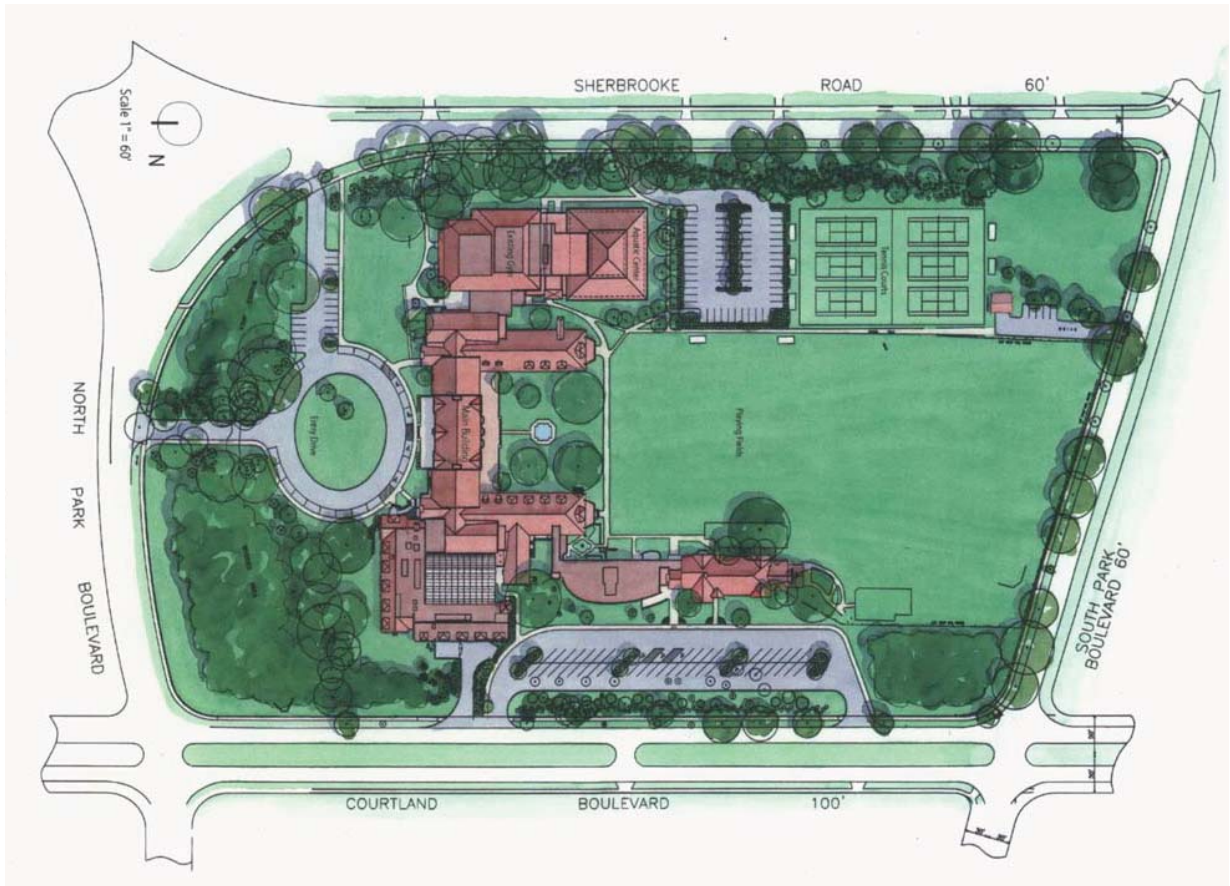
Westlake Reed Leskosky implemented a first phase of work of the master plan that included a new athletic building. This new gymnasium, the first new building on the school campus since the early 1970's, provides students an additional full competition basketball court with smaller practice cross-courts for basketball and volleyball on the upper level. The lower level of the building has student fitness facilities, locker rooms and restroom facilities, a column-free wrestling room, and service spaces.



The gymnasium is a steel-framed building set on a concrete foundation with masonry cladding and pre-cast stone accents. The masonry and stone reference existing campus materials and the neighboring Saint Vincent Church. Large circular medallions with the St. Vincent - St. Mary Leprechaun Logo reside in the north and south facades.



Hathaway Brown School Master Plan and Implementation



WRL Scope of Services:

Master Planning, Architecture, Mechanical, Electrical and Structural Engineering, Acoustical, Audio-Visual and Theatre Technical

Start and Completion Dates:

1986 (original master plan) - 2010

Client Contact:

William Christ, Head of School
Hathaway Brown School
216.397.0996 (ph 1) / 216.932.4214 (ph 2)

Westlake Reed Leskosky is proud of its long-standing relationship with Hathaway Brown School, a private independent school for girls situated on a beautifully landscaped 18 acre campus in Shaker Heights, Ohio. The school's original English Tudor style campus was designed in 1927 by the Cleveland-based firm of Walker and Weeks. Since 1986 when the firm developed the master plan for the campus, the firm has updated the master plan and implemented more than twenty projects ranging in cost from \$500,000 to \$20 million. These include a \$3 million addition inserted between the two oldest buildings on campus, strengthening the architectural fabric without altering spaces; the \$0.6 million creation of a new main library for the Middle School, utilizing existing attic space; the \$200,000 rehabilitation of the historic auditorium; a \$20 million middle school addition, and a \$15 million aquatic center. The firm has also implemented reorganization of the school's playing fields and outdoor recreational facilities. Balancing new work to meet current functional needs with Hathaway Brown's historical fabric has provided a context for innovative design.

Hathaway Brown School continued

Jewett-Brown Academic Center

One of the most recent of a number of Hathaway Brown projects that Westlake Reed Leskosky has implemented based on the master plan the firm created is the Middle School Addition. The 60,000 SF building provides new middle school classrooms (5th to 8th grade), a new dining room and kitchen, science labs for the upper school (9th to 12th grade). These functions are unified by infilling the center volume with a great hall atrium. This atrium ties the new and old structures together with a sweeping glass curved roof. A new entry drive provides a main door approach to the campus and allows better flow of traffic at dismissal. Completed in 2003, this project was a collaboration between Graham Gund Architects and Westlake Reed Leskosky as architect of record with additional project responsibilities such as mechanical, electrical and structural engineering. The atrium, a focal point of the project, created many unique conditions, requiring architects and engineers to work closely together.



Jewett-Brown Middle School Atrium



Hathaway Brown Aquatic Center

Aquatic Center

This 20,000 SF natatorium addition, designed in association with Graham Gund Architects, includes an eight-lane, 25-yard competition pool, 1-meter board diving well, instructional pool and support functions. The materials match the context of the existing school, assembled so as to create a light pavilion-like feel at the eastern terminus of the campus.

Ajuha (formerly Bradley) Auditorium

The \$200,000 Phase 1 rehabilitation of this historic auditorium included stage extension and improvements, new performance lighting, dimming and audio systems, seating, finishes, code, ADA upgrades, and mechanical and electrical infrastructure improvements. In 2010, Westlake Reed Leskosky designed and implemented additional lighting upgrades to the auditorium.



Hathaway Brown Ajuha Auditorium

Hathaway Brown School continued

Primary School Addition

Westlake Reed Leskosky designed an addition to the English Tudor-inspired Primary School at the Hathaway Brown School for girls. The addition was inserted between the two oldest buildings on campus, strengthening the architectural fabric without altering open spaces. The design maintains delicate balance between tradition and innovation. In order to defer to the adjacent buildings, the new wing was designed with a flat roof to act as a “lowland” between two “hills.” The gently curved west facade minimizes the apparent size of the new building, while its details relate to the historic context. The Primary School has its own “geography” or identity, which extends to its site, arrival zones and play areas. Comprising pre-Kindergarten and Kindergarten classes, it has four general classrooms, a music room with a stage, a science room divided into specific teaching areas, a greenhouse, computer room, and a library with a theater for storytelling.

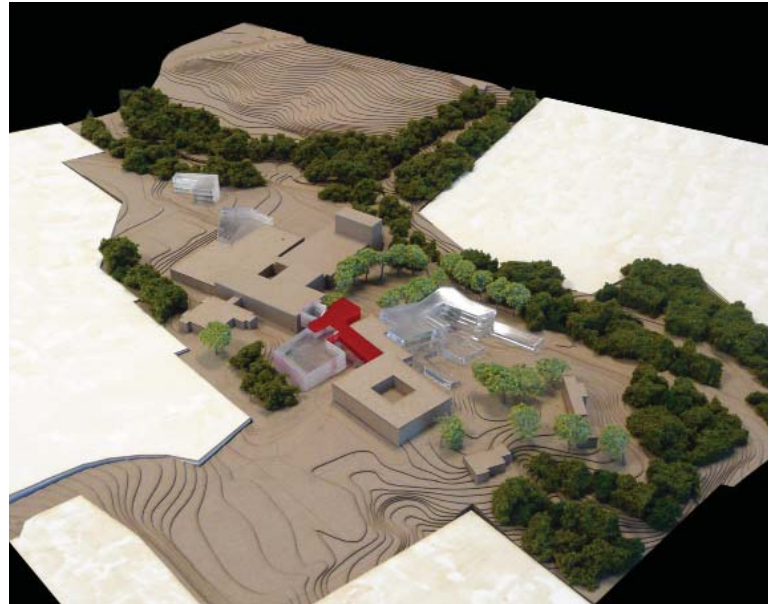
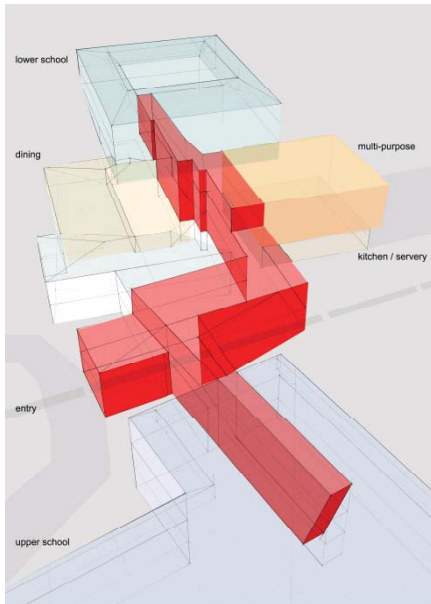


Middle School Library

The firm created a new main library for the Middle School in 1990, utilizing existing attic space. This included book stacks, office and work spaces, and a number of small-group study areas. While the library needed to be brought up to code and required the structural reinforcement of the floor and the addition of a new fire stair, the renovation minimally affected the existing fabric. Space was created by removing existing wood trusses and replacing them with a steel structural system. In order to support books, storage units, and other library equipment, the floor was raised on a massive system of wood joints spanning wall to wall, which also preserved the spatial configuration of the classrooms immediately below.



The Holton-Arms School Master Plan



WRL Scope of Services:

Master Planning, Architecture, Mechanical, Electrical and Structural Engineering, Interior Design

Start and Completion Dates:

Summer 2007 - September 2008

Client Contact:

Kim Samperton, President of the Corporation, Holton-Arms School
301.928.1498 /
Sampermom@aol.com

The Holton-Arms School founded in 1901 is an independent K-12 school for girls in Bethesda, Maryland. The campus is approximately 60 acres with school buildings of approximately 300,000 SF and a current enrollment of 660 students. Westlake Reed Leskosky conducted a master plan and space study that addressed current and future needs of the school.

Westlake Reed Leskosky worked with a school administrative planning committee, the school board of trustees, and faculty and students to establish the general priorities of the school. The project included programming and analysis of all existing facilities. The team established a preliminary program for the school that includes a site study with sustainable design concepts, the proposed new multi-purpose facility, and a core area that will be the center of the school community.

The multi-purpose facility will include a full size gym adjacent to the Lower School and will have the flexibility to be used as a performance space for the school. This area will also include a new kitchen and servery and renovation of the existing dining hall. The Core Area will be created from a renovated and expanded main entrance. Plans for a café, bookstore, and student resource hub, areas for tutoring sessions, faculty meeting rooms, and an area for the archives of the history and legacy of the school were also included. The site study focuses on improved vehicular and pedestrian circulation around the school, a new playground for the lower school, and outdoor educational areas and gardens.

Western Reserve Academy



Western Reserve Academy has been a long-standing client of Westlake Reed Leskosky. The following describes the firm's recent projects for the school:

Burton D. Morgan Hall

Burton D. Morgan Hall is a newly constructed administration building on the campus of this private school, formerly the original campus of Western Reserve University. The building is positioned on a gently sloping site at the north side of the green (also the soccer and lacrosse fields) of the Academy. The building was situated following a master plan study performed by the firm, that studied three alternative sites. The building is designed to complement the Federalist style of the historic structures that comprise "Brick Row," form the architectural frame for the east side of the green, and provide context for Burton D. Morgan Hall. This assemblage of structures and open space comprises one of the most significant settings in the historic district of Hudson, Ohio, the heart of the Connecticut Western Reserve. Burton D. Morgan Hall is three stories tall and is entered at the middle level; procession on the central axis leads from the north (entry) portico to double height entry hall to monumental stair to board room to the south portico overlooking the green.

Wilson Science Building

The firm also completed a \$2.5 million renovation of Wilson Hall Science Building for the school. The general scope of work included the renovation of the first and second floors for chemistry and physics laboratory/classrooms, meeting rooms and offices. All partitions, built-in furnishings, finishes, mechanical, electrical, and plumbing systems on the first and second floors were removed as part of the scope of demolition. New partitions, built-in furnishings, finishes and laboratory equipment such as lab benches and fume hoods were provided as part of the scope of work on the first and second floors.

WRL Scope of Services:

Master Planning, Architecture,
Mechanical, Electrical and Structural
Engineering, Interior Design

Start and Completion Dates:

2001 (Wilson Science Building)
2004 (Burton D. Morgan Hall)

Client Contact:

Leonard Carlson
Western Reserve Academy
330.650.9711

University School Conway Hall



VAA Scope of Services:
Architecture and Interior Design

Start and Completion Dates:
2001

Client Contact:
Mr. Stephen S. Murray, Headmaster,
University School, 216.831.1984

University School's new Conway Hall Auditorium Arts and Science Complex completes the circle in the original plan conceived by Walker and Weeks Architects dating back to 1925. The new building follows the forms of the recently built Primary Wing Addition, terminating in semi circular space, which houses a Gallery for small performances, displays and gatherings before theatre productions.

The new 37,256 SF building comprises a theatre with a state-of-the-art stage and seating for 606; a fully equipped control room geared for use by 7th and 8th grade technicians under supervision; male and female dressing rooms; practice rooms for orchestra and choral; MIDI and music classrooms; three advanced middle school science classrooms and labs; and faculty support and work spaces.

The building's large windows provide an abundance of natural light into the classrooms and gallery, and visual access to the boys' activities throughout the interior. Conway Hall not only fills the void on the circle, but provides the long anticipated performing and assembly space which is sure to change the way the boys start their day. Since 1980, boys at University School have assembled as one body to begin the day. They now have the space to accommodate the entire K through 8 student body.

Educational Clients

Westlake Reed Leskosky

Arizona State University
Baldwin-Wallace College
Cab Calloway School of the Arts
Caltech (California Institute of Technology)
Canisius High School Master Plan
Case Western Reserve University
City of Hudson, Downtown Master Plan
Cleveland Arts District Master Plan
Cleveland Heights-University Heights City Schools
Cleveland Institute of Music
Cleveland Public Library, Branch Libraries Facility Assessment
Cleveland School of the Arts
Cleveland State University
Cleveland Music School Settlement Master Plan
Columbus School for Girls
Cuyahoga Community College
Fashion Institute of Technology (State University of New York)
Graham School, Sustainability Master Plan
Hathaway Brown School Master Plan and multiple projects
Hawken School
Hillsdale College Center for Citizenship & Constitutional Studies
Hiram College
Holton-Arms School Master Plan
John Carroll University, multiple projects
Kent State University
Lake Erie College
Lake Ridge Academy
Lakeland Community College
Laurel School
Maricopa County Community College District, Paradise Valley Community College
Miami University
New Albany Plain - Local School District
Northeastern Ohio Universities College of Medicine
Notre Dame College
Oberlin College, multiple projects: Conservatory of Music Master Plan and Green Arts District Master Plan
Ohio College of Podiatric Medicine
Ohio Northern University
The Ohio State University, multiple projects
Ohio Wesleyan University
Pennsylvania State University, multiple projects including College of Arts and Architecture Master Plan
PlayhouseSquare Master Plan
Slippery Rock University
St. Ignatius High School
St. Joseph Academy
St. Vincent - St. Mary High School
Solon Board of Education
Trinity Washington University
University of Mount Union, multiple projects including Campus Master Plan
University of Michigan
University of North Carolina, Wilmington
University of Southern California, Thornton School of Music
University School
Urban Community School
Ursuline College
Warner Southern College Master Plan
Western Reserve Academy, multiple projects
Westlake Board of Education

Van Auken Akins

Ohio Public Schools

Ohio School Facilities Commission, Cleveland Municipal School District, Cleveland, Ohio

- *Wilson Elementary
- *Max Hayes High School
- *Roosevelt Elementary
- *John Adams High School Stadium
- *Warner Elementary
- *Mound Elementary
- *Hanna Gibbons Elementary
- *West Side Relief K-8
- *Rhodes High School
- *Morgan Elementary
- *Mary M. Bethune Elementary
- *Mary B. Martin Elementary
- *John Adams Elementary
- *John Adams High School
- *A.J. Rickoff Elementary/Middle School
- *Riverside Elementary
- *Memorial Elementary
- *Professional Development Center
- *John Hay High School

Ohio School Facilities Commission, Ohio School Design Manual Review, Youngstown, Ohio

- *Wilson Middle School
- *Rayen Middle School
- *Choffin Career Center
- *Kirkmere Elementary
- *Bridgeport Elementary
- *Volney Rogers
- *East High School
- *P. Ross Berry Middle School
- *Williamson Elementary
- *Bunn Elementary
- *North Elementary
- *Haddow Elementary
- *Chaney High School
- *West Elementary
- *Taft Elementary
- *Harding Elementary

Ohio School Facilities Commission, School Assessment

- *Great Oaks Institute of Technology and Career Development, Cincinnati, Ohio
- *Columbus Local Schools
- *Medina Joint Vocations School
- *Coshocton County Career Center
- *Danbury Local School District
- *Lexington Local Schools

Arcanum Butler Local Schools, Grades K-12, Arcanum, Ohio

Ashtabula City Schools, Grades K-3, Grades 4-6 and Grades 7-8, Ashtabula, Ohio

Bristol Local Schools, Bristolville, Ohio

Buckeye Local Schools, Medina, Ohio

Chagrin Falls Schools Renovations, Chagrin Falls, Ohio

Clay Local School District, New Pre-K to 12th. Grade School Building, Portsmouth, Ohio

Claymont City Schools, Dennison, Ohio

Crestline City Schools, New K-12, Crestline, Ohio (Richland County)

Danbury Local School District, Ottawa, Ohio

*Danbury Elementary School

*Danbury High School

East Liverpool City School District, East Liverpool High School, East Liverpool, Ohio

East Palestine Schools, East Palestine, Ohio

Edgerton Local Schools, Edgerton, Ohio

*Edgerton Elementary School

*Edgerton Middle School

*Edgerton High School

Euclid City Schools, Euclid, Ohio

*Glenbrook Elementary

*Roosevelt Elementary

*Thomas Jefferson Elementary

*Upton Elementary

Fairfield Union Local Schools, Fairfield, Ohio

*Fairfield Union Middle School

*Fairfield Union High School

*Pleasantville Elementary

*Bremen Elementary

Firelands High School Renovations, Elyria, Ohio

Garfield Heights Local School District, Garfield Heights, Ohio

*Elmwood Elementary

*Maple Leaf Elementary

Geneva City Schools, Geneva, Ohio

*Geneva Platt R. Spencer New
Elementary School

*Geneva New Middle School

Girard City Schools, Girard Elementary School Girard, Ohio

Hardin-Houston Local School District, Houston, Ohio

*New K-12 Schools

Leetonia City Schools, Leetonia, Ohio

Maple Heights City Schools, Maple Heights, Ohio

*New Pre-K-1 Elementary School

*New Grades 2-5 Elementary School

*New Middle School

*New High School

*FF&E

Martins Ferry Schools, Martins Ferry, Ohio

*Martins Ferry Elementary

*Martins Ferry Middle School/High School

Morgan Local Schools, Morgan High School, McConnellsville, Ohio

Newton Local Schools, Grades K-12, Pleasant Hill County, Ohio

Ohio State School for the Blind and Ohio School for the Deaf, Columbus, Ohio

*Academic Facility

*Residential Facility

*Site Assessment

*Bridge Assessment

Ohio Valley Local Schools, Adams County, Ohio

*Ohio Valley Career Center

*North Adams High School

*Peebles High School

*Peebles Elementary School

*West Union High School

*West Union Elementary School

*North Adams Elementary School

Orange City Schools, Pepper Pike, Ohio

- *Pre-K Improvements
- *Building Improvements
- *Community Recreation & Education Building Improvements
- *School Board Offices
- *High School Commons Renovations
- *High School Office Renovation
- *Brady Middle School Renovations
- *Brady Middle School Gym Renovation
- *Moreland Hills School Gym Renovation

Orrville High School, Science Labs, Orrville, Ohio

Painesville Schools, Harvey High School, Painesville, Ohio

Pioneer Career and Technical Center, Shelby, Ohio

- *Vocational Facilities Assistance Renovation & Addition
- *Site Administration

Southern Local Schools, Corning, Ohio

Southington Local Schools, New K-12 School, Southington, Ohio

Springfield Local School District, New Middle/High School, Holland, Ohio

St. Dominic School and Church, Addition and Renovations, Shaker Heights, Ohio

Steubenville City Schools, Steubenville, Ohio

- *Garfield Elementary
- *Steubenville JR-SR High School
- *New PK-3

Switzerland Local School District, Switzerland of Ohio, Ohio

- *Monroe High School
- *Woodsfield K-8
- *Skyue K-8
- *Beallsville K-12
- *Hannibal/Sardis K-8
- *Powhatan K-8
- *River High School Renovation

Washington Nile Local School District, Portsmouth West Middle School, Portsmouth, Ohio

Wellsville City Schools, Wellsville, Ohio

Private Schools

The Andrews School, Crosby Hall Renovations, Willoughby, Ohio

Hawken School, multiple projects, Cleveland, Ohio

Laurel School, multiple projects, Russell, Ohio

The Lillian and Betty Ratner School, multiple projects, Pepper Pike, Ohio

University School, multiple projects, Hunting Valley, Ohio

University School, multiple projects, Shaker Heights, Ohio

Colleges & Universities

Ashland University, multiple projects, Ashland, Ohio

Case Western Reserve University, multiple projects, Cleveland, Ohio

Cleveland State University, College of Education & Human Services and Lab Renovations, Cleveland, Ohio

Cuyahoga Community College, multiple projects, Cleveland, Ohio

Heidelberg College, multiple projects, Tiffin, Ohio

Hiram College, multiple projects, Hiram, Ohio

Notre Dame College, Learning Center, South Euclid, Ohio

Ohio College of Podiatric Medicine, Independence, Ohio

The Ohio State University, multiple projects, Columbus, Ohio

The Ohio State University OARDC, multiple projects, Wooster, Ohio

The University of Akron, multiple projects, Akron, Ohio

Ursuline College, multiple projects, Pepper Pike, Ohio

Every Student, Every Day, Some Success, Some Way. College Ready, Life Prepared!



Project Team

Project Team



**INDEPENDENT COST
+ CONSTRUCTABILITY
CONSULTANT**

Facility Master Planning Team



**EDUCATIONAL PLANNING
+
PUBLIC ENGAGEMENT**

Frank Locker, PhD
Project Director

Judy A. Morgan
Project Planner

Linda Williams
Partnership Liaison

Westlake
Reed
Leskosky



A-E TEAM LEADERSHIP

Paul E. Westlake, Jr., FAIA
Principal in Charge,
Westlake Reed Leskosky

Jill V. Akins, AIA
Principal, Van Auken Akins Architects LLC
Primary Client Contact

PROJECT MANAGEMENT

Kevin A. Kennedy, RA LEED AP
Project Director, Van Auken Akins Architects LLC

ARCHITECTURE

Nancy K. Nozik, AIA
Project Architect, Westlake Reed Leskosky

Ksenija Dora Tatic, LEED AP
Project Architect, Van Auken Akins Architects LLC

Elicia Keebler Gibbons, AIA LEED AP
Project Architect, Westlake Reed Leskosky

Melissa A. Fliegel, RA
Project Architect, Van Auken Akins Architects LLC

**ENGINEERING +
SUSTAINABILITY**

Matthew Murphy, PE LEED AP
Lead Mechanical Engineer,
Westlake Reed Leskosky

**TECHNOLOGY
PLANNING**

**Raymond Kent, CTS, EAVA,
LEED AP, CCA**
Director of Innovative Technology Design,
Westlake Reed Leskosky

Proposed Roles and Time Commitment

Educational Planning Team

Frank Locker, PhD, Project Director

As Project Director of the Educational Planning portion of the project, Frank will be fully responsible and involved in all aspects of the work. He will organize and lead visioning and educational specifications and work with the WRL-VAA team to develop space needs, planning options and facility design. He will also lead the public engagement process. Depending on the final scope, timing and duration of the project, Frank will devote approximately 25% of his time to the project, with times where he will work on this full-time.

Judy A. Morgan, Project Planner

Judy's role as Project Planner will be focused on serving as an educational liaison, coordinating with the school district and running workshops. We estimate that she will devote 15% of her time to the project, with times where she will work on this full-time.

Linda J. Williams, Ph.D., Partnership Liaison

As Partnership Liaison, Linda will focus on connecting the educational planning process with CH-UH partners. Linda has three decades of experience as an educator, administrator and school superintendent and now serves as Senior Director of Education Programs for WVIZ/PBS ideastream, where she develops educational programs and partnerships with school districts and organizations throughout Ohio. Linda will plan and lead at least one meeting with CH-UH partners. Her participation and time commitment will be further defined as the project scope and schedule are refined.

A-E Team

Paul E. Westlake, Jr., FAIA, Principal in Charge

Paul will be one of the two Principals composing the A-E leadership team. Along with Jill Akins, he will be responsible for project oversight, ultimate quality, cost control and client satisfaction for the team. With extensive master planning experience, Paul will collaborate with Frank Locker on developing planning options and conceptual facility design. He will attend key project meetings with the District and will be available as needed to present planning options at public meetings. We estimate that Paul will spend 15% of his time on this project.

Jill V. Akins, AIA, Principal in Charge

Jill will be one of the two Principals composing the A-E leadership team. Jill has 13 years of experience with OSFC and is extremely familiar with K-12 facility standards. She will be responsible for project oversight, ultimate quality, cost control and client satisfaction for the team. She will be the primary contact for the Cleveland Heights-University Heights School District and will attend all key meetings. We estimate that Jill will spend 15% of her time on this project.

Kevin A. Kennedy, RA LEED AP, Project Director

Kevin will serve as the Project Director for the VAA-WRL team, coordinating all day-to-day issues and communications and managing the work of the team. He will attend all meetings on behalf of the team. Working in conjunction with the independent cost and constructability consultant, Kevin will manage the project budget and scheduling. Kevin will provide architectural and planning expertise to the School District in the master planning process, and he will coordinate the architectural and engineering efforts of all team members. Kevin will spend 50% of his time on this project.

Nancy K. Nozik, AIA, Project Architect

Nancy will serve as one of the four Project Architects responsible for space planning, architectural design and coordination with engineering. With a strong background in master planning, Nancy will add great insight from both architectural and planning perspectives. Nancy will spend 25% of her time on this project.

Melissa A. Fliegel, RA, Project Architect

Melissa will serve as one of the four Project Architects responsible for space planning, architectural design and coordination with engineering. As a Cleveland Heights resident, Melissa will add great insight from both architectural and residential perspectives. Melissa will spend 25% of her time on this project.

Elicia Keebler Gibbon, AIA LEED AP, Project Architect

Elicia will serve as one of the four Project Architects responsible for space planning, architectural design and coordination with engineering. As a LEED AP, she will provide particular expertise regarding sustainability and LEED certification. Elicia will spend 25% of her time on this project.

Ksenija Dora Tatic, LEED AP, Project Architect

Ksenija will serve as one of the four Project Architects responsible for space planning, architectural design and coordination with engineering. Along with Elicia, Ksenija's experience as a LEED AP will be particularly helpful to meet sustainability goals. Ksenija will spend 25% of her time on this project.

Matthew Murphy, PE LEED AP, Lead Mechanical Engineer and Sustainability Consultant

A LEED Accredited Professional and a specialist in energy efficient mechanical systems, Matt Murphy will be the Lead Mechanical Engineer and Sustainability Consultant for the project. He will lead a sustainability charette, develop conceptual level energy models for new and renovated buildings and develop guidelines and prioritize district sustainability goals. He will also lead any assessments of existing building infrastructure as deemed necessary. Matt will devote 20% of his time to the project.

Raymond Kent, CTS, EAVA Certified, LEED AP, ECA, DMC-D, Technology Consultant

Ray Kent will serve as technology consultant for the project. With a strong background in the design and specification of varied technology systems, including A/V, lighting, and educational media, Ray will advise on current and future technology needs so that this critical component of 21st Century Learning environments can be integrated into planning concepts and facility design. Ray will spend approximately 15% of his time on the project.

Please note that the time commitment estimates take into account the normal ebbs and flows in project work due to review periods, etc. Depending on project requirements and phase, each person may work more or less on the project during a given time period.

JILL V. AKINS AIA

EDUCATION

UNIVERSITY OF NOTRE DAME Bachelor of Architecture
Notre Dame, Indiana May 1983

UNIVERSITY OF NOTRE DAME Rome Studies Program
Rome, Italy May 1981

PROFESSIONAL REGISTRATION

Registered Architect, State of Ohio
Certified Plans Examiner, State of Ohio

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

USGBC and NEO Chapter of USGBC Member
American Institute of Architects Past Treasurer
Beaumont School Board of Directors Vice Chair
Cuyahoga County Harvest for Hunger Campaign Cabinet Member

PROFESSIONAL EXPERIENCE

VAN AUKEN AKINS ARCHITECTS LLC
Cleveland, Ohio

May 1992 - Present

Owner responsible for all aspects of business and design. Her recent experience includes:

- Orange City Schools Pre-K Renovations, Building Improvements, Community Education & Recreation Improvements, Board Offices, Brady Middle School Renovation, Brady Middle School New Gymnasium Addition and Orange High School Commons; Pepper Pike, Ohio
- University School Auditorium and Science Center Addition, Primary Wing Addition and Several Renovations; Shaker Heights and Hunting Valley, Ohio
- Laurel School Alice Lehmann Butler Center for Physical Fitness & Wellness and Fairmount Pavilion and Pool; Russell Township, Ohio
- Hawken School Renovations; Cleveland, Lyndhurst and Gates Mills, Ohio
- The Lillian and Betty Ratner School Renovations & New Gymnasium; Pepper Pike, Ohio
- OSFC Columbus City Schools Facilities Assessment; Columbus, Ohio
- OSFC Coshocton Joint Vocational School Facilities Assessment; Coshocton, Ohio
- OSFC Danbury Local School District Facilities Assessment; Lakeside-Marblehead, Ohio
- OSFC Great Oaks Institute of Technology & Career Development Facilities Assessment; Cincinnati, Ohio
- OSFC Lexington Local Schools Facilities Assessment; Mansfield, Ohio
- OSFC Medina Joint Vocational School Facilities Assessment; Medina, Ohio
- OSFC Ohio State School for the Blind and Ohio School for the Deaf; Columbus, Ohio
- OSFC Switzerland of Ohio Local School District; Switzerland of Ohio, Ohio
- OSFC Maple Heights City Schools; Maple Heights, Ohio
- Cleveland Municipal School District Warm, Safe & Dry Program; Cleveland, Ohio
- OSFC Ashtabula City Schools; Ashtabula, Ohio
- OSFC Arcanum Butler Local Schools; Arcanum, Ohio
- OSFC Clay School District; Scioto, Ohio
- OSFC Crestline City Schools; Crestline, Ohio



Paul E. Westlake, Jr., FAIA

Managing Principal

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

Paul E. Westlake Jr., FAIA, is Managing Principal and a Lead Designer in the firm of Westlake Reed Leskosky, with offices in Cleveland, Phoenix, Washington DC, New York, and Los Angeles. The firm was founded in 1905 by Abram Garfield, the son of the 20th President of the United States. Mr. Westlake is one of the youngest architects to be elected to the College of Fellows of the American Institute of Architects and is the recipient of the AIA Ohio Gold Medal, the highest honor that AIA Ohio bestows on an individual. Mr. Westlake is also a recipient of the Cleveland Arts Prize for Architecture of the Women's City Club, and over 150 significant design awards. His designs encompass widely exhibited and published projects and Mr. Westlake specializes in the design of projects for cultural arts and education facilities. His work has been honored by the Governor of Arizona, the House of Representatives of the State of Ohio, and the Mayor of Cleveland.

His significant work and clients include the General Services Administration (commissions in Design Excellence in various regions as well as IDIQ contracts), the Coronado Theatre, the Phoenix Orpheum Theatre, the Temple Hoyne Buell Theatre at the Denver Arts Complex, the Federal Reserve Bank of Cleveland, the Bethel Woods Center for the Arts on the site of the original Woodstock festival, the Museum of Jewish Heritage in Cleveland, the Idea Center™ for the PlayhouseSquare Arts Education Center in partnership with *ideastream*® public broadcast, the National Park Service for work at the Grand Canyon, the Mayo Clinic and the Cleveland Clinic Foundation.

Mr. Westlake received a Masters of Architecture with Faculty Commendation from Harvard University Graduate School of Design, where he founded the *Harvard Architecture Review*, recognized internationally as a leading journal of architectural theory, and was a Graham Foundation and AIA Foundation Scholar. He also received a Bachelor of Arts, *Cum Laude with Distinction in Architecture* from the University of Pennsylvania, College of Arts and Sciences, and a Bachelor of Science in Economics, *Magna Cum Laude* from the Wharton School, with a major in finance.

Mr. Westlake is a trustee of the Cleveland Orchestra, trustee of the Maltz Museum of Jewish Heritage, chair of the board of the Cleveland Arts Prize, former trustee of the Museum of Contemporary Art and the Phoenix Orpheum Theatre, and a former commissioner of Architecture for the United States Institute of Theatre Technology.

Significant Experience includes:

- Pennsylvania State University, University Park, Pennsylvania
 - College of Arts and Architecture Master Plan
 - Eisenhower Auditorium Feasibility Study
- Oberlin College, Oberlin, Ohio
 - Bertram and Judith Kohl Building (LEED-NC Gold anticipated)
 - Conservatory of Music Master Plan
 - Green Arts District Master Plan
- St. Joseph Academy, Master Plan, Cleveland, Ohio
- Hathaway Brown School, Numerous Projects, Shaker Heights, Ohio
 - Master Planning and Design
 - Playing Fields and Aquatic Center
- St. Ignatius High School, Breen Center for the Performing Arts (LEED-NC certified), Cleveland, Ohio

Paul E. Westlake, Jr., FAIA (continued)

Significant Experience (continued):

- St. Vincent-St. Mary School Master Plan, Akron, Ohio
- Western Reserve Academy, Hudson, Ohio
 - Wilson Science Hall Renovation
 - Burton D. Morgan Hall
- New Albany-Plain Local Schools, Jeanne B. McCoy Community Center for the Arts, New Albany, Ohio
- Holton-Arms School, Master Plan, Bethesda, Maryland
- Laurel School, Natatorium and Fitness Center, Geauga, Ohio
- Westlake Board of Education, Performing Arts Center, Westlake, Ohio
- Solon Board of Education, Improvements to Existing Recreation Facility, Solon, Ohio
- Aurora Community Center Study, Aurora, Ohio
- Brooklyn Heights Recreation Center, Brooklyn Heights, Ohio
- Chester Library Community Art Center, Chesterfield, Virginia
- Citizen's Academy, Cleveland, Ohio
- Cleveland Institute of Music, Mixon Hall (in association with Charles Young), Cleveland, Ohio
- Cleveland Museum of Art, Gartner Auditorium Renovation, Cleveland, Ohio
- Cleveland Museum of Natural History, Shafran Planetarium, Cleveland, Ohio
- Cleveland State University, Visual + Performing Arts Facility Feasibility Study, Cleveland, Ohio
- Geauga Recreation Center, Geauga, Ohio
- Hawken Lower School Gymnasium and Science Facilities, Lyndhurst, Ohio
- Hudson Library Study, Hudson, Ohio
- John Carroll University, University Heights, Ohio
 - Student Activities and Athletics Center
 - John Carroll Chapel
- Kent State University, School of Journalism and Mass Communication, Franklin Hall Rehabilitation, Kent, Ohio
- Lauderhill Performing Arts Center and Library (LEED-NC Silver anticipated), Lauderhill, Florida
- Lone Tree Arts Center (LEED-NC Silver anticipated), Lone Tree, Colorado
- Maricopa Community College District, Paradise Valley Performing Arts Center, Arizona
- Massillon Recreation Center, Massillon, Ohio
- Montauk Community Center, Long Island, New York
- Museum of Contemporary Art (LEED NC Gold targeted), Cleveland, Ohio
- Notre Dame College Recreation Center, South Euclid, Ohio
- Ohio State University, Columbus, Ohio
 - Bricker Hall Feasibility Study
 - Mershon Auditorium Renovation
 - Hughes Hall Renovation
- PlayhouseSquare, Cleveland, Ohio
 - Idea Center™ at PlayhouseSquare (LEED-CI Silver)
 - Hanna Theatre Redevelopment for the Great Lakes Theater Festival (LEED-CI)
 - Allen Theatre Reconfiguration for Cleveland Play House, Cleveland State University (LEED NC Silver anticipated)
- University of Michigan, Work-Play Facility, Ann Arbor, Michigan
- University of Mount Union, Alliance, Ohio
 - Campus Master Plan
 - Gartner Welcome Center (LEED-NC Silver certified)
 - Engineering and Business Building
- Ursuline College, Ralph M. Besse Library and Miscellaneous Projects, Pepper Pike, Ohio
- Westlake Recreation Center, Westlake, Ohio



RESUME



FRANK LOCKER PhD, AIA, REFP

Honored as Planner of the Year by the Council of Educational Facility Planners International for his comprehensive planning approach, consensus building process, and state-of-the-art school design, Frank leads clients to position their schools for the long term future through visioning, master planning, educational program development, educational specifications and collaborative concept design. A former college educator, certified facilitator, and registered architect, Frank bases his approach on research in effective learning. Frank is a frequent speaker at international, national, and regional school planning conferences, conceived and co-teaches the Effective Education/Innovative Facilities course at Harvard University, produces the annual Project-Based Learning Conference, Boston area. He is an affiliate of the Partnership for 21st Century Schools.

EDUCATION

- University of Edinburgh, PhD, Architecture
- University of Oregon, Bachelor of Architecture
- Miami University
- University of Southern Maine, Certificate in Facilitation

MEMBERSHIP/AWARDS

- CEFPI Planner of the Year, 1999
- MacConnell Award, CEFPI, 2010, Lynnwood High School, Lynnwood, WA, Educational Visioning
- Teacher of the Year, College of Architecture and Design, Kansas State University, 1981
- Rotch Traveling Scholarship, 1978
- CEFPI Recognized Educational Facility Planner [REFP], 1998
- Council of Educational Facility Planners International
- American Institute of Architects

REGISTRATIONS/ CERTIFICATIONS

- Registered Architect
- Registered Interior Designer

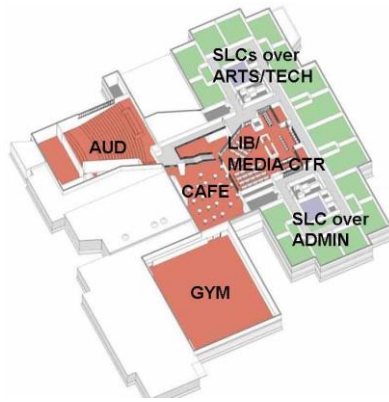
AFFILIATE

- Partnership for 21st Century Skills

PLENARY SPEECHES

- ❑ *Innovations in Education; Innovations in Facilities*, BKM Learning Connections Symposium, Dallas, TX, October 2010
- ❑ *Improving Learning Through Refurbishment*, Remodelling Education Spaces Conference, Manchester, ENGLAND, September 2010
- ❑ *Learning Designs that Support 21st Century Skill Development*, 21st Century Learning Symposium, St. Clair County, MI, August 2010
- ❑ *Innovative Education and Facilities That Support it*, Council of Educational Facilities Planners, International (CEFPI), British Columbia Chapter Provincial Conference, Burnaby, British Columbia, CANADA, March 2010
- ❑ *21st Century Skills*, Boston Society of Architects, Boston, MA, March 2010
- ❑ *Best Practices International Exemplars*, Building Schools Exhibition + Conference (BSEC) Middle East North Africa, Abu Dhabi, UNITED ARAB EMIRATES, December 2009
- ❑ *High Performing Learning Places*, VS Furniture America Conference, Tauberbischofsheim, GERMANY, September 2009
- ❑ *Transformed Learning Spaces*, Futurelab Research Conference, London, ENGLAND, May 2009
- ❑ *21st Century Learning*, CTA Educational Forum, Missoula, MT, February 2009
- ❑ *Practices, Process and Places of School Transformation*, BSEC Conference, Manchester, ENGLAND, February 2009
- ❑ *Emerging Best Practices*, StudioTalks, Burlington, VT, October 2008
- ❑ *High Performing Learning Places*, New England School Development Council (NESDEC), Marlborough, MA, October 2008
- ❑ *School Buildings-The State of Affairs*, Swiss Embassy Symposium on School Design, Boston, MA June 2008
- ❑ *State School Design Standards: Can't Live with Them; Can't Live without Them*, CEFPI Northeast Conference, Albany, NY, April 2008
- ❑ *How to Create a Successful Master Plan*, Boston Society of Architects, Boston, MA, February 2008
- ❑ *Effective Schools; Innovative Facilities*, Differentiated Learning Through Innovative School Design Conference, Washington, DC, October 2007
- ❑ *School Design in the 21st Century*, American Architectural Foundation, National Press Club, Washington, DC, June 2006
- ❑ *Linking Student Success to School Facilities*, NESDEC, Marlborough, MA, April 2006
- ❑ *School of the Future*, BuildBoston, Boston, MA, November 2005
- ❑ *Goldfish and Water*, Council of Educational Facilities Planners International, (CEFPI), Australia Chapter Conference, Brisbane, AU, May 2003
- ❑ *Team Teaching and Integrated Learning*, NESDEC, Sturbridge, MA, April 2003
- ❑ *Goldfish and Water*, CEFPI, Pacific Northwest Regional Conference, Portland, OR, July 2002
- ❑ *Innovation in School Facilities: Planning, Places, + Process*, CEFPI Washington State Chapter Conference, Yakima, WA, March 2001
- ❑ *Innovation in School Facilities: Planning, Places, + Process*, CEFPI Midwest Regional Chapter Conference, Kansas City, Spring 2001

RESUME



FRANK LOCKER PhD, AIA, REFP



CONFERENCE SEMINARS/WORKSHOPS

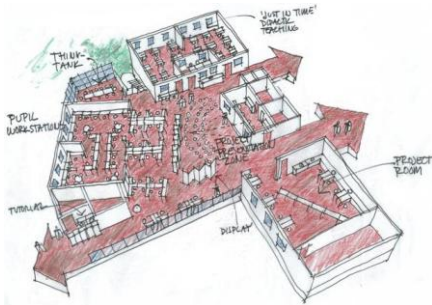
- ❑ *Master Planning*, CEFPI International Conference, San Jose, CA, September 2010
- ❑ *USA vs UK*, CEFPI Midwest Great Lakes Conference, Grand Rapids, MI, May 2010
- ❑ *International Exemplars*, CEFPI Midwest Great Lakes Conference, Grand Rapids, MI, May 2010
- ❑ *Places for Learning*, CEFPI Northeast Conference, Philadelphia, PA, May 2010
- ❑ *School Transformation + Development Map*, CEFPI International Conference, Washington, DC, September 2009
- ❑ *Teaching/Learning Styles and Their Effect on Classroom Design*, National School Supply + Equipment Assn, Baltimore, MD, November 2008
- ❑ *Visioning School*, Massachusetts Association of School Superintendents/Massachusetts Association of School Committees Conference, November 2008
- ❑ *School Transformation + Development Map*, CEFPI International Conference, San Diego, September 2008
- ❑ *Progression of School Development*, CEFPI International Conference, Toronto, October 2007
- ❑ *The Brits and the Aussies are Way Ahead of Us*, CEFPI International Conference, Toronto, October 2007
- ❑ *Great Schools by Design Institute*, American Architectural Foundation, Nashville, October 2007
- ❑ *Linking Student Success to School Facilities*, Boston Society of Architects, Cambridge, MA, November 2006
- ❑ *Urban School Facilities*, CEFPI International Conference, Phoenix, September 2006
- ❑ *Renovate vs Rebuild*, New England School Development Council, Marlborough, MA, April 2006
- ❑ *New Wine in Old Bottles*, CEFPI International Conference, San Antonio, Sept 2005
- ❑ *Small Schools: Organization, Outcomes, + Cost*, CEFPI International Conference, Atlanta, October 2004
- ❑ *Inventing Non-Traditional Collaborative Learning Environments*, CEFPI Northeast Region Conference, Hershey, PA, April 2005
- ❑ *Inventing Non-Traditional Collaborative Learning Environments*, CEFPI Northeast Region Conference, Trenton, NJ, April 2004
- ❑ *The Art of Stewardship: the Role of the Superintendent During School*, New Jersey Assn of School Administrators, Atlantic City, NJ, 2004
- ❑ *Why is Change so Hard?* CEFPI International Conference, Toronto, September 2003
- ❑ *Urban Schools*, CEFPI International Conference, Phoenix, October 2002
- ❑ *Flexible Schools*, CEFPI International Conference, Phoenix, October 2002
- ❑ *Flexible Schools*, Ohio Builds Conference, Columbus, OH, September 2002
- ❑ *Integrated Learning/ Team Teaching*, Ohio Builds Conference, Columbus, OH, September 2002
- ❑ *Integrated Learning/ Team Teaching*, CEFPI Pacific Northwest Regional Conference, Portland, OR, July 2002
- ❑ *Educational Specifications*, New England School Development Council (NESDEC) Conference, Sturbridge, MA, April 2002.
- ❑ *Urban Schools*, CEFPI Northeast Region Conference, Newport, RI, April 2002.
- ❑ *Innovative Learning Places*, National School Supply & Equipment Association, Tampa, February 2002
- ❑ *Integrated Learning and Team Teaching*, CEFPI Washington State Chapter Conference, Seattle, October 2001
- ❑ *Integrated Learning and Team Teaching*, CEFPI Alaska State Chapter Conference, Anchorage, December 2001
- ❑ *Innovation in School Facilities: Planning, Places, and Process*, CEFPI Northeast Regional Chapter Conference, Cornell University, Spring 2000

PUBLICATIONS

- ❑ *School Transformation + Development Map*, Educational Facility Planner, Vol. 44, issues 2 +3, Council of Educational Facilities Planners, International
- ❑ *Innovative Schools In Britain, Australia, and the Cayman Islands*, Educational Facility Planner, Vol. 42, issues 2 +3, Council of Educational Facilities Planners, International



RESUME

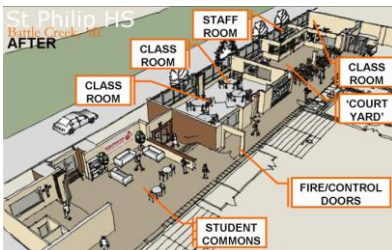


FRANK LOCKER PhD, AIA, REFP

- ❑ *The Future is Here*, SchoolFacilities.com, April 2008
- ❑ *Does Facility Planning Improve Learning?* SchoolFacilities.com, March 2008
- ❑ *Future-Proofing Schools*, SchoolFacilities.com, July-Nov 2007
- ❑ *Swiss Cheese Schools*, SchoolFacilities.com, June 2007
- ❑ *Passive Security in Schools*, [School Planning & Management](http://SchoolPlanning&Management.com), November 2006
- ❑ *When Large is Small: Schools Within Schools*, [American School Board Journal](http://AmericanSchoolBoardJournal.com), October 2006
- ❑ *Flexible Facilities*, [Design Share](http://DesignShare.com), September 2003
- ❑ *Flexible Facilities*, [Educational Facility Planner](http://EducationalFacilityPlanner.com), Vol. 38, Issue 5

DESIGN ADJUDICATION

- ❑ *K-12 Design Awards*, Boston Society of Architects, 2011
- ❑ *K-12 Design Awards*, Boston Society of Architects, 2009
- ❑ *Design Awards*, DesignShare/School Construction News, 2007, 2006, 2005, 2000
- ❑ *Planner of the Year Awards*, CEFPI, 2002, 2001, 2000
- ❑ *Design Awards*, CEFPI Pacific Northwest Region, July 2002
- ❑ *Design Awards*, CEFPI Alaska Region, December 2001
- ❑ *James D. MacConnell Award*, CEFPI, 2001
- ❑ *National Council of Interior Design Qualification*, National Exam, 1997



TEACHING EXPERIENCE

- ❑ **Harvard University, Graduate School of Education + Graduate School of Design Executive Program**
Effective Education + Innovative Learning Environments, Summer 2011, 2010
- ❑ **Harvard University, Graduate School of Design Executive Program**
Public School Design, Summer 2006, 2005, 2004, 2003
- ❑ **Kansas State University, Manhattan, KS**
Instructor, 1975-1981
- ❑ **Edinburgh University, Edinburgh, SCOTLAND**
Teaching Assistant, 1978-1980
- ❑ **Boston Architectural College, Boston, MA**
Instructor, 1972-1975

CONFERENCE PRODUCER

- ❑ **Project-Based Learning Conference 2.0**
Regis College, Weston, MA, October 2011
- ❑ **21st Century Schools Workshop Conference series**
for the Ohio School Facilities Commission, Columbus, OH starting June 2011
- ❑ **Re-Thinking Future Learning Forum**
London, ENGLAND, March 2011
- ❑ **Project-Based Learning Symposium**
Superintendents Association of Montana, Helena, MT, March 2011
- ❑ **Project-Based Learning Conference**
Regis College, Weston, MA, October 2010



PROFESSIONAL DEVELOPMENT

- ❑ **Chariho Regional School District, Wood River Junction, RI**
RYSE School, Project Based Learning, August 2011
- ❑ **Willard School, Missoula, MT**
Project Based Learning, April 2011

CURRENT PROJECTS

- ❑ **Tecnológico de Monterrey, Querétaro, Mexico**
Effective Education/Innovative Facilities workshops
- ❑ **Missoula County Public Schools, Missoula, MT**
Cradle to Grey Initiative
- ❑ **Crook County School District #1, Sundance, WY**
Moorcroft Secondary School Concept Plans
- ❑ **Mt Greylock Regional School District, Williamstown, MA**
Strategic Planning
- ❑ **Randolph Public Schools, Randolph, MA**
District-wide Master Plan

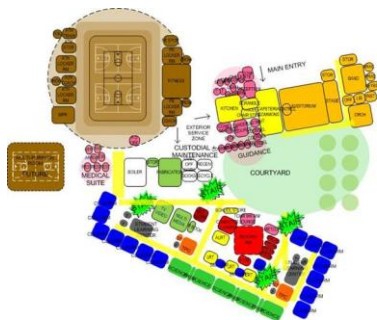




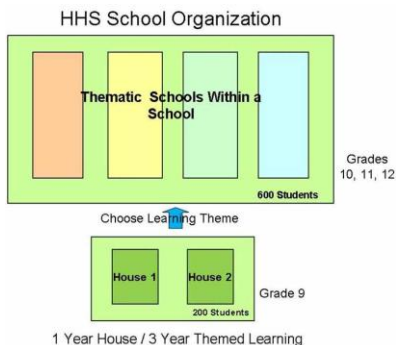
RESUME

FRANK LOCKER PhD, AIA, REFP

- ❑ **Westfield Public Schools, Westfield, MA**
New Elementary School Educational Planning
- ❑ **National University of Rwanda, Butare, RWANDA**
Space needs brief for major university expansion
- ❑ **Middletown Public Schools, Middletown, RI***
K-12 District Visioning + Master Planning



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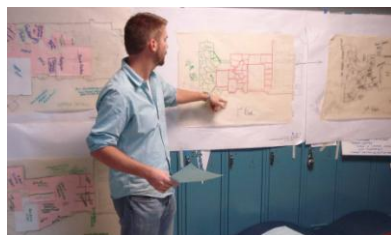
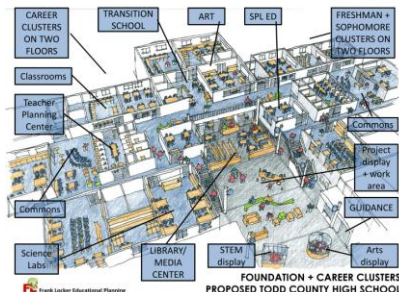


RECENT PROJECTS

- ❑ **Stoneham Public Schools, Stoneham, MA**
Stoneham Middle School Educational Visioning
- ❑ **Wilmington Public Schools, Wilmington, MA**
Educational Visioning
- ❑ **Weston Public Schools, Weston, MA**
Field School Visioning, Educational Specifications, + Collaborative Design
- ❑ **Minuteman Career-Technical High School, Arlington, MA**
Leadership Team facilitation; School Committee Strategic Plan workshop
- ❑ **Stoneham Public Schools, Stoneham, MA**
Stoneham Middle School Master Planning
- ❑ **Franklin Public Schools, Franklin, MA**
Franklin High School Visioning, Educational Specifications, + Collaborative Design
- ❑ **North Adams Public Schools, North Adams, MA**
K-7 Schools Educational Specifications + Collaborative Design
- ❑ **Kazan International School, Kazan, RUSSIA**
Project initiation facilitation*
- ❑ **Norfolk County Agricultural High School, Walpole, MA**
Campus-wide Educational Specifications
- ❑ **Ellesmere Port Academy, Chester, ENGLAND**
Organizational concept analysis for Balfour Beatty
- ❑ **Grand Rapids Christian Schools, Grand Rapids, MI**
Visioning for the high school and middle school
- ❑ **Uinta 1 School District, Evanston, WY**
Horizon Alternative School Visioning + Educational Specifications
- ❑ **Bedford Public Schools, Bedford, MA**
Space use evaluation of elementary and middle schools
- ❑ **Livingston School District 1 + 4, Livingston, MT**
Park High School Educational Visioning
- ❑ **Weston Public Schools, Weston, MA**
Weston High School science addition community charrette facilitation
- ❑ **School District #43, Coquitlam, British Columbia, CANADA**
Centennial High School Visioning
- ❑ **Duxbury Public Schools, Duxbury, MA**
Visioning for the high school and middle school
- ❑ **Wellesley Public Schools, Wellesley, MA**
Wellesley Middle School utilization analysis
- ❑ **Kainon School, Westville, SOUTH AFRICA**
Consultation on educational practices and facilities design
- ❑ **Vancouver School Board, Vancouver, British Columbia, CANADA**
Educational Planning for Acadia Road K-8 School
- ❑ **Corvallis School District #1, Corvallis, OR**
Master Plan update
- ❑ **Cuckoo Hall Primary School, Enfield, ENGLAND**
Educational Visioning
- ❑ **North Somerset Local Authority, Weston-super-Mare, ENGLAND**
Educational planning workshop
- ❑ **Easthampton Public Schools, Easthampton, MA**
Easthampton High School Visioning, Educational Specifications + Collaborative Concept Design
- ❑ **School District #43, Coquitlam, British Columbia, CANADA**
District-wide visioning
- ❑ **Southbridge Public Schools, Southbridge, MA**
Southbridge High School + Mary Wells Middle School Educational Planning, Educational Specifications + Collaborative Concept Design
- ❑ **Concord-Carlisle Regional School District, Concord, MA**
Visioning workshop for Concord-Carlisle High School
- ❑ **Longmeadow Public Schools, Longmeadow, MA**
Longmeadow High School Visioning
- ❑ **Maynard Public Schools, Maynard, MA**
Visioning for high school and middle school



RESUME



FRANK LOCKER PhD, AIA, REFP

- **Hudson Public Schools, Hudson, MA**
Visioning presentation for John F Kennedy Middle School
- **Winchester Public Schools, Winchester, MA**
Visioning presentation for Owen Vinson Elementary School
- **Hull Future Learning Centre, Hull, ENGLAND**
Research and demonstration learning centre
- **Missoula County Public Schools, Missoula, MT**
District-wide educational appropriateness facilities evaluation
- **Todd County School District, Mission, SD**
Educational Visioning + Educational Specifications for new high/career tech school

ARCHIVED PROJECTS

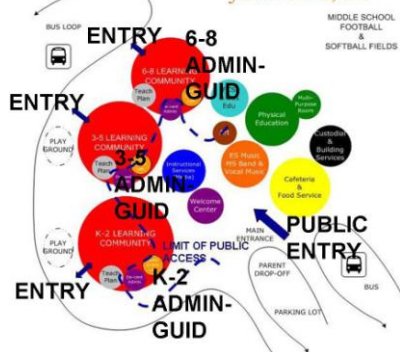
- **Syracuse, NY City School District**
Educational Specifications for six schools grades PK through 12
- **Sweetwater 1 School District, Rock Springs, WY**
Educational Visioning, Specifications, and Design Charrette for 5-6 school
- **Wayland High School, Wayland, MA**
Visioning + Educational Specifications
- **Frenchtown Jr/Sr High School, Frenchtown, MT**
Educational Commissioning
- **East Bay Met School, Newport, RI**
Visioning + Educational Specifications
- **Grand Rapids, MI Christian Schools**
Elementary School Consolidation Visioning
- **Northwood School District, Northwood, NH**
Facility and Operations Planning Study
- **Sanford, ME School Department**
Great Works + Sanford High School Visioning
- **Sweetwater 1 School District, Rock Springs, WY**
White Mountain Junior High School Educational Specifications
- **Hanover, MA School District**
Educational Visioning + Specs, Collaborative Concept Design for new high school
- **Burlington, VT School District**
Vision + Master Plan for Excellence, Equity + 21st Century Buildings
- **Boston, MA Public Schools**
Educational Feasibility Study for John D O'Bryant School of Mathematics + Science
- **Lower Kuskokwim School District, Bethel, AK**
Concept design for 5 PK-12 schools in Native American villages
- **Pittsfield Public Schools, Pittsfield, MA**
High School Visioning and Consolidation Study
- **London Borough of Newham BSF Schools, ENGLAND**
Educational Planning and Design Consultation on 4 secondary schools
- **South Burlington, VT School District**
K-12 District Visioning and Master Planning
- **Sublette County #1 School District, Pinedale, WY**
K-12 Operational and Facilities Analysis
- **Corvallis, MT, School District #1**
K-12 District Visioning and Master Planning
- **Mt Blue HS and Foster Technical Center, Farmington, ME**
Visioning
- **Barnsley Metropolitan Borough, ENGLAND**
Educational planning and design consultation on 4 secondary schools
- **Kent County BSF Schools, ENGLAND**
Educational planning and design consultation on 5 secondary schools
- **Lakeview School District, Battle Creek, MI**
District Elementary School Visioning and Master Planning
- **Machias, ME, High School**
Visioning, Program Development, and Concept Design
- **Beringia Museum of Culture & Science, Nome, AK**
Workshop Facilitation
- **Battle Creek Area Catholic Schools, Battle Creek, MI**
Program Development
- **Stillwater Christian High School, Kalispell, MT**
Facility Design Consultation
- **Providence, RI, School Department****
District Master Plan Community Relations
- **Wellesley, MA, School Department****
Wellesley HS Educational Specifications
- **Department of Education, Cayman Islands***
System-Wide Master Planning



RESUME

FRANK LOCKER PhD, AIA, REFP

Duval County District-Wide K-8
Jacksonville, FL



- ❑ **Ida Crown Jewish Academy, Chicago, IL***
Educational Specifications Reconciliation
- ❑ **Sweetwater 1 School District, Rock Springs, WY**
K-4, 5-6, 7-8 Feasibility Studies, Special Needs Visioning + Design Workshop
District Master Plan
- ❑ **Uinta 1 School District, Evanston, WY**
District Master Plan
- ❑ **Sweetwater 2 School District, Green River, WY**
Granger Elementary School Consolidation Facilitation
- ❑ **Frenchtown, MT School District**
* Consultation to Fielding Nair International
** Consultation to DeJONG

EDUCATIONAL PLANNING EXPERIENCE, DeJONG

- ❑ **Massachusetts School Building Authority, Boston, MA**
Future Oriented Space Standards
- ❑ **Providence, RI, School Department**
District Master Plan
- ❑ **Newton, MA, School Department**
Newton North Educational Specifications
- ❑ **Battle Creek Area Catholic Schools, Battle Creek, MI**
St Philip High School Visioning, Program Development and Ed Specs
- ❑ **Haines Borough School District, Haines, AK**
Design and Ed Specs, K-12 school
- ❑ **Morris Thompson Cultural and Visitors Center, Fairbanks, AK**
Design Workshop
- ❑ **Fairbanks Borough Public Library, Fairbanks, AK**
Master Plan
- ❑ **Uinta 4 School District, Mountain View, WY**
District Master Plan
- ❑ **Uinta 6 School District, Lyman, WY**
District Master Plan
- ❑ **Carbon 2 School District, Saratoga, WY**
District Master Plan
- ❑ **Sweetwater 1 School District, Rock Springs, WY**
District Master Plan
- ❑ **Sweetwater 2 School District, Green River, WY**
District Master Plan
- ❑ **DuVal County Public Schools, Jacksonville, FL**
K-8 Educational Specifications
High School Educational Specifications
- ❑ **Grand Rapids, MI, Public Schools**
Middle School Educational Specifications
- ❑ **Kalispell, MT, School District**
Glacier HS Visioning
- ❑ **North Star-Fairbanks School District, AK**
Denali and Nordale Elementary Schools Ed Specs & Schematic Design
- ❑ **University of Alaska-Fairbanks, AK**
Tanana Valley Campus Programming & Master Plan
- ❑ **Concord School District, NH**
District Elementary Master Plan
- ❑ **Ministry of Defense, Kuwait**
Military University
- ❑ **Orange County Public Schools, FL**
District Master Plan
Unitary Status Analysis
High Performing High Schools Initiative
- ❑ **Bridgeport Public Schools, CT**
District Facility Master Plan
K-8; 9-12 District-Wide Educational Specifications
New Magnet High School Educational Specifications
- ❑ **Waterbury Public Schools, CT**
District Visioning
- ❑ **School City of Hammond, IN**
High School Educational Specifications
Two Elementary School Educational Specifications and Design Concepts
- ❑ **Manchester-Essex School District, Manchester-by-the-Sea, MA**
High School Visioning



RESUME

FRANK LOCKER PhD, AIA, REFP



- ❑ **Beaufort County Schools, SC**
District Office Space Needs
- ❑ **Cedar Springs School District, MI**
Cedar Springs Middle School Visioning
- ❑ **Lakeview School District, Battle Creek, MI**
High School Visioning
- ❑ **Hampton Bays Public Schools, NY**
Elementary, Middle, and High School Ed Specs
- ❑ **Manhasset Public Schools, NY**
Education-Based Facility Plan
- ❑ **Southampton Public Schools, NY**
Early Childhood Center Ed Specs
- ❑ **Catholic Schools of Kalamazoo, MI**
Middle School Visioning
- ❑ **Montgomery County Public Schools, VA**
District Facility Plan
- ❑ **Edmonds School District 15, Lynwood, WA**
Lynnwood High School Visioning
Scriber Lake High School Visioning

EDUCATIONAL PLANNING EXPERIENCE, PDT Architects

- ❑ **Georgetown School District, MA**
Utilization Analysis
- ❑ **Hanover School Department, MA**
Sylvester Elementary School and High School Space Needs
- ❑ **King Philip Regional School District, Wrentham, MA**
King Philip Middle School and High School Space Needs
- ❑ **Franklin County Technical Center, Turner's Falls, MA**
Visioning and Educational Specifications
- ❑ **Wayland School Department, MA**
Wayland High School Visioning
- ❑ **Webster Public Schools, MA**
AJ Sitkowski Elementary School Space Needs
- ❑ **Augusta School Department, ME**
Cony High School Visioning & Funding Application
- ❑ **Falmouth School Department, ME**
Elementary School Facility Plan
- ❑ **Kennebec Valley Technical College, Fairfield, ME**
Campus Plan
King Hall Programming and Educational Specifications
- ❑ **Gorham School Department, ME**
Gorham Middle School Visioning and Space Needs
- ❑ **MSAD #29, Houlton, ME**
Middle School/High School Facility Plan and Funding Application
- ❑ **MSAU #87, Orono, ME**
K-12 Facility Plan
- ❑ **Old Town School Department, ME**
Old Town Elementary School Visioning and Space Needs
- ❑ **MSAD #17, S Paris, ME**
Oxford Hills Comprehensive High School Visioning, Educational Specifications and Design
- ❑ **South Portland School Department, ME**
Elementary School Facility Plan
- ❑ **Scarborough School Department, ME**
K-12 Facility Plan and Funding Application
- ❑ **Yarmouth School Department, ME**
Rowe Elementary School Visioning and Educational Specifications
Yarmouth High School Visioning and Educational Specifications
- ❑ **Barnstead School Department, NH**
Barnstead High/Middle School Visioning and Educational Specifications
- ❑ **Lincoln School, Providence, RI**
Middle School/High School Visioning and Educational Specifications
- ❑ **Wilmington School District, VT**
High/Middle School Space Needs
- ❑ **Hampden-Wilbraham Regional School District, Wilbraham, MA**
Minnechaug High School Visioning

KEVIN A. KENNEDY RA, LEED AP

EDUCATION

VIRGINIA TECH
Blacksburg, Virginia/Washington, D.C.

Master of Architecture
May 1990

STATE UNIVERISTY OF NEW YORK
Buffalo, New York

Bachelor of Professional
Studies in Architecture
May 1985



PROFESSIONAL REGISTRATION

Registered Architect, State of Ohio
Registered Architect, State of California
Leadership in Energy and Environmental Design Accredited Professional (I
National Council of Architectural Registration Boards (NCARB) Certified

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

USGBC and NEO Chapter of USGBC Member
Leadership Shaker 2000 Graduate
Near West Theatre Board Member

PROFESSIONAL EXPERIENCE

VAN AUKEN AKINS ARCHITECTS LLC
Cleveland, Ohio

October 1999 - Present

Project Manager responsible for projects from conception through completion, including coordination of staff progress and client goals. Recent projects include:

- Orange City Schools Orange High School Commons; Pepper Pike, Ohio
- The Lillian and Betty Ratner School Renovations & New Gymnasium; Pepper Pike, Ohio
- University School Kilroy Field House Addition, Auditorium and Science Center Addition, and Several Renovations; Shaker Heights and Hunting Valley, Ohio
- OSFC Columbus Facilities Assessment; Columbus, Ohio
- OSFC Lexington Local Schools Facilities Assessment; Mansfield, Ohio
- OSFC Danbury Local School District Facilities Assessment; Lakeside-Marblehead, Ohio
- OSFC Ohio State School for the Blind and Ohio School for the Deaf; Columbus, Ohio
- OSFC Switzerland of Ohio Local School District; Switzerland of Ohio, Ohio
- OSFC Maple Heights City Schools; Maple Heights, Ohio
- OSFC Euclid City Schools; Euclid, Ohio
- OSFC Garfield Heights Local School District; Garfield Heights, Ohio
- OSFC Morgan Local Schools; McConnellsville, Ohio
- OSFC East Liverpool City School District; East Liverpool, Ohio
- OSFC Newton Local Schools; Pleasant Hill, Ohio
- OSFC Washington Nile School District; Portsmouth, Ohio
- OSFC Clay School District; Scioto, Ohio
- Cleveland State University College of Education and Human Services Building and Human Performance Lab; Cleveland, Ohio
- The Ohio State University OARDC Animal & Plant Biology Level 3 Isolate Facility; Thorne & Gourley Hall and Rice House/Stone House Renovations; Wooster, Ohio
- Hiram College New Residence Hall and Numerous Renovations; Hiram, Ohio

MELISSA A. FLIEGEL RA

EDUCATION

KENT STATE UNIVERSITY Kent, Ohio	Bachelor of Architecture May 1997
KENT STATE UNIVERSITY Kent, Ohio	Bachelor of Science May 1997
ARCHITECTURAL STUDIES PROGRAM Florence, Italy	Spring 1995



PROFESSIONAL REGISTRATION

Registered Architect, State of Ohio
National Council of Architectural Registration Boards (NCARB) Certified

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

USGBC and NEO Chapter of USGBC Member

PROFESSIONAL EXPERIENCE

VAN AUKEN AKINS ARCHITECTS LLC May 1997 - Present
Cleveland, Ohio

Project Architect responsible for design and space planning for projects including:

- Orange City Schools Board Offices and Community Education & Recreation Improvements; Pepper Pike, Ohio
- University School Kilroy Field House Addition, New Technology and Arts Center, Renovations to the Director's Residence, and numerous other renovations; Hunting Valley, Ohio
- Laurel School Fairmount Pavilion; Russell Township, Ohio
- OSFC Coshocton Joint Vocational School Facilities Assessment; Coshocton, Ohio
- OSFC Danbury Local School District Facilities Assessment; Lakeside-Marblehead, Ohio
- OSFC Lexington Local Schools Facilities Assessment; Mansfield, Ohio
- OSFC Ohio State School for the Blind and Ohio School for the Deaf; Columbus, Ohio
- OSFC Maple Heights City Schools; Maple Heights, Ohio
- OSFC Switzerland of Ohio Local School District; Switzerland of Ohio, Ohio
- OSFC Clay School District; Scioto, Ohio
- OSFC Edgerton City School District; Williams County, Ohio
- OSFC Euclid City Schools; Euclid, Ohio
- OSFC Girard City Schools; Girard, Ohio
- OSFC Hardin-Houston City School District; Houston, Ohio
- OSFC New Boston Local School District; New Boston, Ohio
- OSFC Newton Local Schools; Pleasant Hill, Ohio
- OSFC Ohio Valley Local Schools; Ohio Valley, Ohio
- OSFC Youngstown City School District; Youngstown, Ohio
- Cleveland State University College of Education and Human Services Building and Human Performance Lab; Cleveland, Ohio
- The Ohio State University Baker Hall Renovations; Columbus, Ohio

KSENIJA DORA TATIC, LEED AP

EDUCATION

UNIVERSITY OF ZAGREB Bachelor of Architecture
Zagreb, Croatia December 1987

PROFESSIONAL REGISTRATION

Registered Architect, Croatia
LEED Accredited Professional

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

USGBC and NEO Chapter of USGBC Member
Green Action Circle for Schools Committee Member
Croatian Cultural Garden Board Member

PROFESSIONAL EXPERIENCE

VAN AUKEN AKINS ARCHITECTS LLC March 1999 - Present
Cleveland, Ohio



Designer responsible for design and construction documents for projects including:

- Hawken School Renovations; Cleveland, Lyndhurst and Gates Mills, Ohio
- Laurel School Alice Lehmann Butler Center for Physical Fitness & Wellness; Russell Township, Ohio
- Lillian and Betty Ratner School Renovations & New Gymnasium; Pepper Pike, Ohio
- Orange City Schools Pre-K Renovations, Building Improvements, Brady Gym Renovation, High School Office Renovation, Community Education & Recreation Center Improvements; Pepper Pike, Ohio
- OSFC Columbus City Schools Facilities Assessment; Columbus, Ohio
- OSFC Coshocton Joint Vocational School Facilities Assessment; Coshocton, Ohio
- OSFC Danbury Local School District Facilities Assessment; Lakeside-Marblehead, Ohio
- OSFC Great Oaks Institute of Technology & Career Development Facilities Assessment; Cincinnati, Ohio
- OSFC Lexington Local Schools Facilities Assessment; Mansfield, Ohio
- OSFC Medina Joint Vocational School Facilities Assessment; Medina, Ohio
- OSFC Ohio State School for the Blind and Ohio School for the Deaf; Columbus, Ohio
- OSFC Switzerland of Ohio Local School District; Switzerland of Ohio, Ohio
- OSFC Maple Heights City Schools; Maple Heights, Ohio
- OSFC Ashtabula City Schools; Ashtabula, Ohio
- OSFC East Liverpool City School District; East Liverpool, Ohio
- OSFC Edgerton City School District; Williams County, Ohio
- OSFC Euclid City Schools; Euclid, Ohio
- OSFC Garfield Heights Local School District; Garfield Heights, Ohio
- OSFC Geneva City Schools; Geneva, Ohio
- OSFC Girard City Schools; Girard, Ohio
- OSFC Hardin-Houston City School District; Houston, Ohio

Nancy K. Nozik, AIA

Project Architect

Georgia Institute of Technology, Master of Architecture
Miami University, Bachelor of Environmental Design

Nancy Nozik has over 23 years experience in the field of architecture. She has extensive experience in project management and design for architecture and master planning projects across the country. She has performed contract negotiation, project management, design, planning, presentation and facilitation, code review, and contract document production. Her varied experience with all the phases of a project is complemented by her direct relationships with clients on projects varying from \$100,000 to \$14 million. Prior to joining WRL, Nancy specialized in master planning for youth camps around the country.

Significant work with Westlake Reed Leskosky includes:

- Saint Joseph Academy, Dining Hall Expansion, Infrastructure Upgrades, Cleveland, Ohio
- Hathaway Brown School, Auditorium Upgrades, Shaker Heights, Ohio
- St. Vincent - St. Mary High School, Bishop Cosgrove Center, New Field House, Akron, Ohio
- Cleveland School of the Arts, Cleveland, Ohio
- Cleveland Public Library Branch Library Assessment, Cleveland, Ohio
- Lake Erie College, Austin Science Center Master Plan, Painesville, Ohio
- The Ohio State University, Hughes Hall Practice Spaces, Columbus, Ohio
- City of Springfield, Veteran's Park, New Restroom/Concessions, Springfield, Ohio
- Hanna Theatre Redevelopment for the Great Lakes Theater Festival at Playhouse Square (LEED-CI), Cleveland, Ohio
- Detroit Shoreway Community Development Corporation, Capitol Theater Renovation, Cleveland, Ohio
- Cleveland Museum of Art, Gartner Auditorium Renovation, Cleveland, Ohio
- Champaign Park District, Virginia Theatre, Renovations, Champaign, Illinois
- Bethel Woods Center for the Arts (site of 1969 Woodstock festival), Bethel, New York
- The Magnolia Clubhouse, Master Plan, Kitchen Expansion, and Joining Project, Cleveland, Ohio
- Geauga Park District, Nassau Station Observatory Renovation, Montville, Ohio
- Progressive Field, Master Plan, Cleveland, Ohio
- Airmall, Cleveland Hopkins International Airport, Cleveland, Ohio

Elicia Keebler Gibbon, AIA, LEED AP

Architect

Yale University, Master of Architecture

Washington University, Bachelor of Arts in Architecture, *magna cum laude*

Elicia Keebler Gibbon has a decade of experience in all phases of project development, delivering design solutions in cultural facilities. She has managed large and small teams for multi-phased, fast-track, and technically complex projects. With extensive experience in sustainable design, she is a LEED accredited professional and a member of the United States Green Building Council.

Elicia graduated with a Master of Architecture from the Yale School of Architecture in 2004, where she received the Gertrude A. Wood Travelling Fellowship in her second year. She received her Bachelor of Arts in Architecture with a Minor in Anthropology in 2000 from Washington University in St. Louis, graduating Magna Cum Laude. She was awarded academic scholarships at both institutions. In addition to serving as a Teaching Fellow for undergraduate design studios at both Yale and Washington University, she has served on design juries for Virginia Tech, Drexel University, Yale University, Washington University, and Kent State University.

Project experience includes:

- Ohio College of Podiatric Medicine, Independence, Ohio
- Cuyahoga County Public Library, Parma-Snow Road Branch Addition + Renovation, Parma, Ohio
- Urban Community School, AV Upgrades, Cleveland, Ohio
- Dirksen Federal Building, Building Preservation Plan Technical Pilot, Chicago Illinois
- GSA, Wayne Aspinall Federal Building Modernization (LEED NC Platinum / Site Net Zero Energy Use targeted), Grand Junction, Colorado
- Rock and Roll Hall of Fame + Museum, Interior Improvements, Cleveland, Ohio
- Yorktown Victory Center, Museum Building including Library/Archives (LEED NC Silver anticipated) Yorktown, Virginia
- PlayhouseSquare, Allen Theatre (LEED NC Silver anticipated), Cleveland, Ohio
- Oberlin College, Apollo Theatre Renovation (LEED NC Silver anticipated), Oberlin, Ohio
- Cleveland State University Art Gallery, Cleveland, Ohio
- Dumbarton Oaks Research Library, Harvard University, Washington, DC *
- Schlesinger Library, Radcliffe Institute, Cambridge, Massachusetts (LEED Certified) *
- University of Virginia, Ivy Translational Research Laboratory, Charlottesville, Virginia (LEED Gold targeted) *
- Massachusetts Institute of Technology, Main Group Master Plan, Cambridge, Massachusetts *
- Yale University, Anlyan Center, New Haven, Connecticut *
- University of Wisconsin-Madison, Wisconsin Union, Madison, Wisconsin *

* denotes experience at firm other than Westlake Reed Leskosky

Matthew J. Murphy, PE, LEED AP

Associate Principal, Mechanical Engineer

University of Massachusetts, Bachelor of Science in Mechanical Engineering
Indian Institute of Technology, New Delhi, India

Matthew Murphy has experience in design, engineering, and project management for Theaters and Performing Arts Centers as well as Educational Facilities. As Project Manager (Engineering), Mr. Murphy has successfully managed and led multi-disciplinary engineering teams from project initiation to completion, with budgets exceeding \$80 million. Mr. Murphy is a LEED Accredited Professional with experience in design and engineering of sustainable buildings. As a specialist in energy efficient mechanical systems, Mr. Murphy has employed proven technologies to provide value to owners, including: Geothermal (ground source heat pumps), Energy Recovery Systems, Evaporative Condensing Chillers, Demand Control Ventilation, Waste Energy Reclaim, and others. Mr. Murphy takes a leading role in the firm's practice of integrated design to collaborate on sustainability. Mr. Murphy has completed several important LEED projects including the Idea Center™ at PlayhouseSquare and the Howard M. Metzenbaum U.S. Courthouse. He has a particular expertise in energy modeling/audit and with high performance/energy efficient systems design.

Relevant work includes:

- Saint Joseph Academy, Master Plan, Cleveland, Ohio
- Cleveland Public Library, Branch Library Facility Assessment, Cleveland, Ohio
- Saint Ignatius High School, Breen Center for the Performing Arts (LEED NC Certified), Cleveland, Ohio
- Idea Center™ at PlayhouseSquare (LEED CI Silver Certified), Cleveland, Ohio
- Bethel Woods Center for the Arts, Bethel, New York
- Oberlin College, Bertram and Judith Kohl Building (LEED-NC Gold anticipated), Oberlin, Ohio
- Oberlin College, Apollo Theatre, Oberlin, Ohio
- Museum of Contemporary Art (LEED-NC Gold anticipated), Cleveland, Ohio
- Blossom Music Center Redevelopment, Northampton, Ohio
- Jeanne B. McCoy Community Center for the Arts, New Albany, Ohio
- Cuyahoga County, Soldiers' and Sailors' Monument Rehabilitation, Cleveland, Ohio
- Lincoln Theatre Air Handler Replacement (Equipment Package), Washington, D.C.
- John Carroll University, Kulas Auditorium, Cleveland, Ohio
- Hiram College, Frohring Hall Conversion, Hiram, Ohio
- Lake Erie College, Austin Science Hall, Painesville, Ohio
- GSA, Howard M. Metzenbaum U.S. Courthouse (LEED-NC certified), Cleveland, Ohio
- Museum of Contemporary Art (LEED NC Gold targeted), Cleveland, Ohio
- St. Vincent-St. Mary Field House (LEED-Schools Gold anticipated), Akron, Ohio
- Hiram College, J.H. Barrow Field Station Commissioning (LEED-NC Gold certified), Hiram, Ohio
- Kent State University, School of Journalism and Mass Communication, Kent, Ohio
- University of Mount Union, Gartner Welcome Center (LEED NC Silver), Alliance, Ohio
- Case Western Reserve University, Sears Building, Lab 136 Renovation, Cleveland, Ohio
- Case Western Reserve University, White Building, SEOEM Lab, Cleveland, Ohio

Raymond Kent, CTS, EAVA Certified, LEED AP, ECA

Associate Principal, Director of Innovative Technology Design

Yale University, Master of Fine Arts, Dual Emphasis: Production Management, Lighting Design
Ohio University, Bachelor of Fine Arts, Dual Emphasis: Technical Directing, Lighting Design

Raymond is an award-winning consultant who specializes in the design and specification of audio/visual, show control, lighting, and performance systems. Raymond has worked in design and project management from New York to Los Angeles and many places in between with national design recognition and awards. He has taught design and technology classes at the University level and is the author of two books and many technical articles in major industry publications such as TD&T Magazine and Yale Tech Briefs. In addition to designing theatrical and audio visual systems for the firm's performing and cultural arts projects, Raymond is also an expert in audio-visual systems for our corporate, healthcare, educational, and civic clients providing design services for tele-presence, audio/video conferencing, digital signage applications, paging and background audio systems, classroom media technology, and room automation systems.

Raymond serves as a Vice Commissioner for the Architecture Commission for The United States Institute for Theater Technology (USITT) National organization and is also a board member for the Ohio Valley Regional Section of USITT. Raymond is the architecture editor for Theater Design & Technology (TD&T) Magazine and is on the Professional Education and Training Committee and the Independent Consultants Council in AV Technologies for InfoComm International. He is a key member of the InfoComm International Green AV Task Force developing the STEPSM (Sustainable Technology Environment Performance) Rating System for a more sustainable technology design.

Relevant work includes:

- Cuyahoga Community College, Center for Creative Arts A/V Design, Cleveland, Ohio
- Cuyahoga Community College, Campus Theatre Renovations, Northeast Ohio
- Lauderhill Performing Arts Center and Library, Lauderhill, Florida
- Lake Erie College, Austin Hall of Science, Painesville, Ohio
- Allen Theatre Redevelopment for the Cleveland Play House at Playhouse Square, Cleveland, Ohio
- St. Ignatius High School, Breen Center for the Performing Arts, (LEED-NC), Cleveland, Ohio
- Capitol Theatre, Cleveland, Ohio
- Phase 1B + 1C Public Office Building Modernization (LEED-NC Gold anticipated), Washington DC
- Hanna Theatre Redevelopment for Great Lakes Theater Festival, Playhouse Square (LEED-CI), Cleveland, Ohio
- Hathaway Brown School, Auditorium Upgrades, Cleveland, Ohio
- Holden Arboretum Visitor Center, Cleveland, Ohio
- Museum of Contemporary Art (MOCA) (LEED-NC Gold anticipated), Cleveland, Ohio
- Ohio College of Podiatric Medicine, Independence, Ohio
- The Ohio State University, Mershon Auditorium, Columbus, Ohio
- Pennsylvania State University, Eisenhower Auditorium Study and College of Arts and Architecture Master Plan, State College Pennsylvania
- Rock and Roll Hall of Fame and Museum Upgrades, Cleveland, Ohio
- New Albany-Plain Local Schools, McCoy Community Center for the Arts, New Albany, Ohio
- Oberlin College, Bertram and Judith Kohl Building (LEED NC Gold anticipated) and Apollo Theatre Renovation, Oberlin, Ohio
- Solon High School Auditorium, Solon, Ohio
- Idea Center at PlayhouseSquare (LEED- CI Silver certified), Cleveland, Ohio
- Kent State University, School of Journalism and Mass Communication, Kent, Ohio

RESUME

JUDY MORGAN



Judy Morgan is a seasoned educational leader with a demonstrated focus on 21st century learning. As Executive Director of Curriculum, Instruction and Accountability for the East Syracuse Minoa Central School District in upstate New York, she was responsible for the creation, organization and implementation of the District K-12 Strategic Plan based on integrating 21st century skills aligned with Common Core Standards and District curriculum, resulting in increased test scores, graduation rates, and community participation and support.

EDUCATION

- State University of New York at Cortland, Cortland, NY C.A.S. (Curriculum)
- State University of New York at Cortland, Cortland, NY
- Masters of Science in Education (Curriculum) The University of the State of New York, Bachelor of Science in Liberal Arts

CERTIFICATION

- New York State School District Administrator
- New York State Permanent Teaching Certificate N-6

CONTINUING EDUCATION

- 21st Century Learning with Ken Kay
- Professional Learning Communities with Rick and Becky DuFour
- Leader in Me (Covey) Trainer Training
- 7 Habits of Highly Effective People (Covey) Trainer Training
- Thinking Maps Trainer Training
- Cognitive Coaching Training
- Adaptive School Training
- Data Driven Decussions Training

Trained by the Partnership for 21st Century Skills, Rick and Becky DuFour (Professional Learning Communities), and Franklin Covey (7 Habits of Highly Effective People), Judy leads professional development for teachers and district leadership. She has been recognized by her peers for her work in teaching, learning and leadership development. Initially a classroom teacher, she became a school principal, serving in several districts, and recently has served as President of the New York State ASCD.

Through Frank Locker Educational Planning she was a lead speaker at the Ohio School Facilities Commission's June 2011 *21st Century Schools Design Workshop*, the first of a three-part conference series for invited school districts, intended to inspire and facilitate 21st century educational deliveries and facility design.

TEACHING/ADMINISTRATION EXPERIENCE

- **East Syracuse – Minoa Central School District**
Executive Director of Curriculum, Instruction and Accountability
- **SUNY Cortland**
Adjunct Instructor
- **East Syracuse-Minoa Central School District**
K-6 Principal – Minoa Elementary School
- **Dryden Central School District**
K-3 Principal / Supervisor of Special Education Programs
- **OCM BOCES/Cortland City School District**
Administrative Intern, Consultant

OTHER INITIATIVES

- **President New York State ASCD** 2009-2011
- **Congressional Appointment to Military Academy Selection Committee**, 1986-2009, 2011
- **Susan G. Komen Board of Directors**, 2004-2006
- **Member of Cortland City School District Board of Education**, 1986-1988

Linda J. Williams, Ph.D.

Strategic Planning and Continuous Improvement Planning Projects Resume

Education:

Ph.D. in Administration, Kent State University
M.Ed. in Teaching Exceptional Children, University of Georgia
B.S. in Elementary and Special Education, Kent State University

Experience:

Senior Director of Education Programs, WVIZ/PBS ideastream
Superintendent, Lake County Educational Service Center (County Board of Education)
Superintendent, Richmond Heights Schools
Assistant Superintendent, Mentor Schools
Director of Pupil Services, Beachwood Schools
Chair and Head of Teacher Education, Hiram College
Graduate Faculty, University of Georgia
Learning Disabilities Supervisor
Elementary Teacher; Special Education Teacher

Additional Training:

Participated in Leadership Training Seminars and the National Security Seminar
United States Army War College, Carlyle, PA, 2007, 2008 and 2009

Professional Fellows Program in Leadership Development
Case Western Reserve University, Weatherhead School of Management, 1999

Certification Program in Strategic Planning
AASA National Academy for School Executives, 1990

Strategic Planning Experience:

Facilitated the following strategic plans and continuous improvement process plans:

WVIZ/PBS and WCPN ideastream at Idea Center, 2010
Toronto Public Schools: 2009
Lake County Educational Service Center: 2005, 2006, 2007, 2008, 2009
Lorain County Educational Service Center: 2009, 2010
Lake County Suicide Prevention Coalition: 2009
New Lexington City School District: 1999, Annual Reviews: 2000-2009
South-Western City Schools planning seminar: 2006
East Shore Center Lake and Geauga County Special Education Programs: 1994

Linda J. Williams, Ph.D.

- Annual Reviews: 1996, 1997
- S.E.D. Strategic Plan: 1998
- Autism Plan: 2005
- Violence Task Force: 1996

Richmond Heights City Schools: 2002, 2003, 2004

Newbury School District: 1999, Annual Reviews: 2000, 2001

Geauga County Department of Human Services: 1999, Annual Review: 2000

Painesville Township Schools Special Education Strategic Plan: 2000

Deepwood Lake County MR/DD Center: 1997, Annual Review: 2000

Mentor Public School District: 1999

Lake County and Geauga County Schools S.E.D. program plan: 1999

Crossroads Center of Lake County: 1999

Willoughby-Eastlake City School District: 1997

Josuda Motorcycle Corporation: 1997

Southwest General Hospital Quality Communities Partnership: 1995, 1996, 1997

Berkshire Local School District: 1996, Annual Review: 1997

Cuyahoga County Board of MR/DD:

- Information systems Department: 1996, 1997
- All Adult Training Centers: 1992, 1993

Cardinal Local Schools: 1995, 1999

Temple Emanu El: 1996

Council of Exceptional Children Executive Board: 1991

80 High School Project Support Volunteers at Oberlin College: 1992-5

Chagrin Falls School System: 1991; Annual Reviews: 1992, 1993

Cuyahoga County Board of Education Supervisors, 1990

ODE Division of Special Education Futures Forum goals: 1990

Beachwood City Schools: 1989, 1995

Served on the South Euclid-Lyndhurst Schools' Planning Council: 1989

Executive / Board Memberships:

Lakeland Community College Board of Trustees • United Way of Lake County • Lake/Geauga Educational Assistance Foundation (LEAF) • OESCA (Ohio Educational Service Centers Association) Critical Issues Task Force and Executive Committee • Family and Children First Council • Fair Housing Board • Greater Cleveland Educational Development Center Board of Trustees (GCEDC) • SMART Executive Board, Learning About Business (LAB), Lake Geauga Computer Association Board (LGCA) executive committee • President's Advisory Committee at Lake Erie College • Lakeland Community College Economic Development Council

Every Student, Every Day, Some Success, Some Way. College Ready, Life Prepared!



Sustainability

Sustainability



Westlake Reed Leskosky designed Northeast Ohio's first three LEED certified buildings; from left to right: Metzenbaum U.S. Courthouse (LEED NC); Idea Center at PlayhouseSquare (LEED CI Silver) and Cleveland Foodbank (LEED NC Certified)

Westlake Reed Leskosky

Named one of the nation's "Top 100 Green Design Firms" by *Engineering-News-Record* the past three years, Westlake Reed Leskosky emphasizes sustainable design strategies that support low maintenance and energy use, and assure a healthy environment for users. The firm has more than 40 LEED accredited professionals representing both architecture and engineering and has designed approximately 30 LEED projects of varying building types and certification levels up to Platinum. WRL's completed LEED projects include the first three LEED certified buildings in Northeast Ohio (Cleveland Foodbank, Idea Center at PlayhouseSquare and the Metzenbaum U.S. Courthouse Rehabilitation). We have designed several projects targeting LEED Platinum and Site Net Zero Energy Use. The firm's portfolio includes numerous projects involving the installation of state-of-the-art, energy efficient mechanical and electrical systems into existing and historic structures. We have experience with geothermal heating and cooling systems and with photovoltaic arrays to generate onsite power. Our engineers have performed commissioning services, including serving as LEED commissioning agent for several projects for the U.S. General Services Administration.

Westlake Reed Leskosky approaches the challenge of achieving a sustainable design in a holistic way, by considering the relationships between site, building envelope, MEP systems, interior design and materials. Westlake Reed Leskosky's integrated design approach, with LEED accredited architects and engineers in the same firm, is particularly well suited to achieving sustainability goals, as successful design relies on a synergy of many disciplines and elements. Westlake Reed Leskosky reviews projects using its own internal sustainable design framework, as well as the United States Green Building Council's LEED rating system. Whether or not formal certification is pursued, high performance environmental goals are set early on in the design process in the categories of energy and water use, materials and resources, indoor environmental quality, and site selection.

Westlake Reed Leskosky's integrated expertise with energy analysis, building information modeling thermal simulation, daylighting analysis and life-cycle cost analysis allows building measures to be tested early in the design process, allowing for informed design making that also addresses economic and occupant comfort issues. Westlake Reed Leskosky is intimately familiar with the Architecture 2030 challenge, Energystar Buildings Program, Labs for the 21st Century, and various federal, state, and local environmental programs.

WRL's work in sustainable design has been recognized by several awards, including the Green City Blue Lake Award from Eco City Cleveland, the International Downtown Association Award for Sustainability and a GSA Environmental Award.

Van Auken Akins Architects

VAA is committed to sustainable design and welcomes the opportunity to provide a model in the community. As members of the Northeast Ohio Chapter of the USGBC as well as the national USGBC, VAA is constantly learning new ideas on how to specify products and select construction methods that are safer for the environment and the community which it sustains.

A few examples of possibilities to be explored in the scope of a project include:

- Reuse of existing materials such as wood beams from an Amish barn or recycled steel as structural members
- Use of recycled building products or products with a high concentration of recycled elements
- Specification of interior finishes with low VOC's that are manufactured to be recycled in the future
- Incorporation of newer technologies such as composting toilets, living technologies and vermiculture

VAA has over 55 LEED projects in its portfolio and six LEED Accredited Professionals on staff: Deborah M. Stadler AIA, Kevin A. Kennedy RA, Christopher P. Dewey AIA, Sara N. Shonk Assoc. AIA, Thomas R. Kurtz and Ksenija Dora Tatic.

VAA is unique in that the firm has been involved in projects with all different aspects and project roles relative to sustainability. VAA has served as both the lead architect and LEED coordinator as well as consultants on both the design and construction aspects of projects.

This knowledge and expertise relative to both the design and construction sides of a project is invaluable. VAA understands the interconnection of the design and construction process as well as the materials, systems and procedures required to deliver a sustainable, LEED building on-schedule and on-budget.

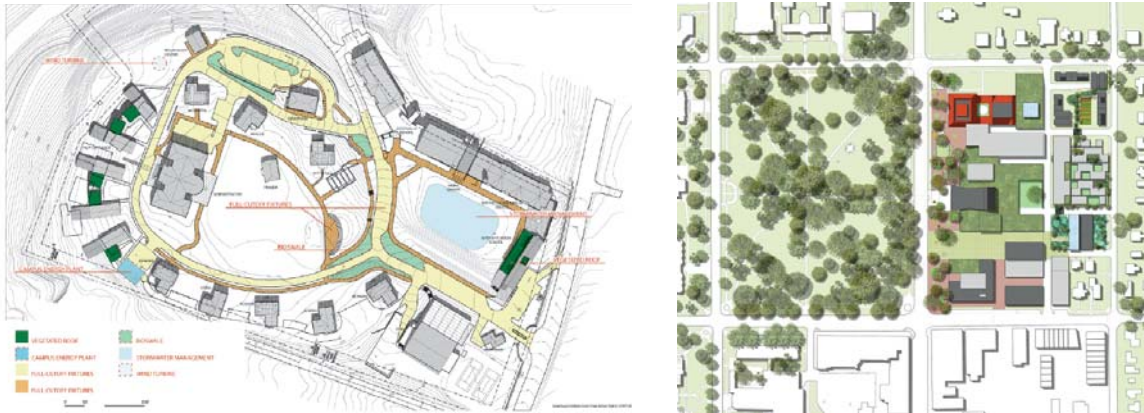
Additionally, the VAA team can help identify where the potential pitfalls may be relative to specific LEED credits and advise the team early, and throughout the process, on steps that can be followed so that specific sustainable aspects can be achieved. VAA can also recommend making minor modifications to the scope of work items, allowing the project to add LEED credits to achieve a higher certification level.

Plan for your Project

As noted above, the WRL-VAA team brings a thorough knowledge of sustainable design strategies and the LEED process to the project. We are committed to incorporating sustainable design principles into the master planning effort and believe it is important that all stakeholders discuss and agree to these conceptual level sustainability efforts and to their implications on capital costs, long-term maintenance and operations costs, and occupant comfort.

We suggest the following process to guide project participants in decisions related to long-term sustainability and the desirability of LEED participation:

- Half-day sustainability charrette with stakeholders and the design team using the NREL Handbook for Planning and Conducting Charrettes for High Performance Buildings. The charrette is used to prioritize goals in the categories of education, site development, energy use, water use, materials and resources, and indoor environmental quality.
- Review of applicability of LEED-Schools and Collaborative for High Performance Schools to each building.



Westlake Reed Leskosky created sustainability master plans for the Graham School and the Oberlin Green Arts District.

- Conceptual level energy and greenhouse gas modeling to evaluate building envelope, lighting, and HVAC options.
- Development of guidance to provide a high quality indoor environment (thermal comfort, daylighting, acoustics).
- Detailed climate analysis and review of renewable energy systems (wind, geothermal, solar, biomass).
- Half-day presentation to provide findings and final report relative to sustainability

This process is similar to the process WRL recently followed in developing a **sustainability master plan** for the **Graham School** in Hastings-on-Hudson, New York. The oldest orphanage provider in the United States, the Graham School comprises 200,000 SF and serves over 300 at-risk, day and residential students from the New York City area. Both existing and proposed buildings were reviewed within the context of environmental, social, and economic sustainability. Building program includes a dozen residential cottages, a health center, intensive needs school, administration building, and natatorium. The proposed intensive needs school is designed to meet a LEED for Schools Platinum rating and guiding principles developed by the Collaborative for High Performance Schools (CHPS).

WRL provided similar sustainability master planning services for **Oberlin College** to develop a **Green Arts District**, which is a proposed, mixed-use development in downtown Oberlin that will be a LEED certified block. Through a comprehensive feasibility study and planning process, Westlake Reed Leskosky identified recommended program uses (including residential, conference, performance/ arts, office, commercial and parking), investigated options for maximizing reuse and conversion of existing facilities, and planned for environmentally-sensitive architecture, landscape and systems engineering.

Additional Westlake Reed Leskosky Capabilities

Building Physics

WRL not only proposes sustainable design ideas, but also has the capability to analyze these ideas using analytical tools based on fundamental building science. Our specific capabilities include:

- **Climate:** review of local climate to determine suitability of passive systems.
- **Energy:** component and whole building modeling. WRL has familiarity with ASHRAE 90.1, EPA Energystar benchmarking, LEED Energy and Atmosphere methodologies, utility rate structures, rebate programs, and BIM energy modeling techniques.
- **Daylighting:** analysis and design of daylighting systems, including controls, glazing systems, internal finishes, electric lighting integration, and shading systems.
- **Thermal comfort:** analysis of static and dynamic thermal comfort.
- **Building envelope:** analysis and design of envelope systems, including evaluation of condensation risk, design of external shading, glazing selection, moisture and air barrier detailing, vegetated and Energystar roof design, and component thermal performance evaluation.

Energy Engineering

With significant in-house engineering and modeling capability, WRL can provide a step-by-step review of water and energy consuming systems to both validate original design intent and offer recommendations for improvement. Our specific capabilities include:

- **Design phase commissioning:** 3rd party review of design documents. WRL will provide recommendations to improve efficiency and/or constructability and can meet LEED requirements for commissioning.
- **Building commissioning:** method of risk reduction for new construction and major renovation projects to ensure that building systems meet their design intent, operate and interact optimally and provide the owner what he or she expects. WRL can evaluate the following installed components: HVAC, controls, lighting, hot water, security, fire, and life safety systems.
- **Retro commissioning:** systematic and documented process that identifies low-cost operation and maintenance improvements in existing buildings and brings them up to their original design intent.
- **Energy auditing:** audit of the entire building including a study of past utility bills and interviews with facility personnel. The audit identifies sources of energy consumption and categorizes them into groups such as, lighting, cooling, heating, process loads, ventilation, and mechanical transport systems. WRL can develop a calibrated energy model to study the impact of potential operating improvements and equipment upgrades.
- **Measurement and verification:** development and execution of measurement and verification plans according to the International Performance Measurement and Verification Protocol (IPMVP). WRL can determine required levels of sub-metering and develop an energy model to serve as a benchmark for performance.

- **Renewable energy systems:** analysis and design, including solar thermal, photovoltaic, wind, and biomass systems.

High-Performance Systems

The environmental challenges we face require new approaches to building design. WRL uses life-cycle cost analysis to compare design options whenever possible. With integrated engineering and architecture experience, WRL can implement a wide range of approaches successfully. These include:

- Ground-source heating and cooling
- Displacement ventilation
- Mixed-mode and natural ventilation systems
- Underfloor air distribution
- Radiant heating and cooling
- Active and passive chilled beams
- Heat recovery
- Thermal energy storage



Westlake Reed Leskosky LEED Projects

Completed LEED Projects

- Cleveland Foodbank (Workplace), Cleveland, OH, LEED-NC 2.1 certified
- Howard M. Metzbaum U.S. Courthouse (Courthouse/Preservation), Cleveland, OH, LEED-NC 2.0 certified
- Idea Center™ at PlayhouseSquare (Adaptive Re-Use/Workplace/Cultural Arts), Cleveland, OH, LEED-CI Pilot, Silver
- J.H. Barrow Field Station, Hiram College (Commissioning Agent), Hiram, OH, LEED-NC 2.2, Gold
- Hanna Theatre (Restoration/Cultural Arts), Cleveland, OH, LEED-CI certified
- Breen Center for the Performing Arts, St. Ignatius High School (Performing Arts/Education), Cleveland, OH, LEED-NC 2.2 certified
- Forest City, Higbee Building Core and Shell, Cleveland, OH, LEED-CS v2, Gold
- University of Mount Union, Gartner Welcome Center (Education), Alliance, OH, LEED-NC Silver
- Cleveland Urban Design Collaborative Fit Out (Education/Workplace), Cleveland, OH, LEED-CI Silver
- Federal Reserve Bank of Cleveland (Government/Workplace), Cleveland, OH, LEED-EB 3.0, Gold

LEED Certification Pending Final Review

- GSA, A.J. Celebrezze Federal Building (Government/Workplace), Cleveland, OH, LEED-EB 2.0 Silver anticipated
- Cleveland Clinic, Twinsburg Family Health and Surgery Center (Healthcare), Twinsburg, OH, LEED-NC 2.2, Gold anticipated
- Museum of Organized Crime and Law Enforcement (Adaptive Re-Use of Courthouse/Cultural Arts), Las Vegas, NV, LEED-NC 2.2 Gold anticipated
- Lone Tree Arts Center (Cultural Arts), Lone Tree, CO, LEED-NC 2009, Silver anticipated
- Multiple Buildings, U.S. Navy Base Livorno, Italy (Government/Industrial), LEED-NC 2.1 Multiple Buildings Applications Guide, Silver anticipated
- Oberlin College, Kohl Building (Higher Education/Cultural Arts), Oberlin, OH, LEED-NC 2.2 Gold anticipated
- Oberlin College, North Professor Street Housing (Education), Oberlin, OH, LEED-NC 2.2, Gold anticipated
- Westlake Reed Leskosky Office (Workplace), Washington DC, LEED-CI 3.0, Gold anticipated

LEED Registered Projects in Design or Construction

- Public Office Building Phase 1B and 1C Modernization (Government/Workplace), Washington, DC, LEED-NC, Gold anticipated
- Hillcrest Hospital Major Campus Expansion, LEED-NC, Mayfield Hts., OH, Silver anticipated
- GSA, J.W. Peck Federal Building (Government/Workplace), Cincinnati, OH, LEED-NC, Silver anticipated
- Yorktown Victory Center (Cultural Arts), VA, LEED-NC, Silver anticipated
- GSA, New Public Office Building (Government/Workplace), Knoxville, TN, LEED-NC, Silver anticipated
- Bob Hope Patriotic Hall (Restoration), Los Angeles, CA, LEED-NC, Gold anticipated
- Museum of Contemporary Art Cleveland (Cultural Arts), Cleveland, OH, LEED-NC, Silver anticipated
- Lauderhill Performing Arts Center and Library (Cultural Arts), FL, LEED-NC, Gold anticipated
- Cleveland Children's Museum (Cultural Arts/Workplace), OH, LEED-NC, Gold anticipated
- Grace Hospital Renovation (Healthcare), Cleveland, OH, LEED-EB, Platinum anticipated
- GSA, New Public Office Building (Government/Workplace), Indianapolis, IN, LEED-NC, Silver anticipated
- Sacramento Community Center Theater (Restoration/Cultural Arts), CA, LEED-NC, Silver anticipated
- Patuxent River Naval Air Museum (Cultural Arts), MD, LEED-NC, Silver anticipated
- GSA, Wayne Aspinall Federal Building (Government/Courthouse/Restoration), Grand Junction, CO, LEED-NC Platinum anticipated
- The Power of Three Project, Allen Theatre (Adaptive Re-Use/Cultural Arts), Cleveland, OH, LEED-NC, Silver anticipated
- San Angelo Park Community Center (Cultural), CA, LEED-NC, Platinum anticipated

Green Guide for Healthcare

- Salem Community Hospital Surgery Addition (Healthcare), OH, Green Guide for Healthcare Pilot

Van Auken Akins LEED Projects

Completed LEED Projects

- Hiram College New Residence Hall (Education), Hiram, OH, LEED Certified

LEED Certification Pending Final Review

- Laurel School Alice Lehmann Butler Center for Physical Fitness & Wellness (Education), Russell Township, OH, LEED Silver anticipated
- Cleveland State University College of Education & Human Services (Education), Cleveland, OH, LEED Silver anticipated
- Cuyahoga Metropolitan Housing Authority Administrative Campus (Public), Cleveland, OH, LEED Silver anticipated
- Greater Cleveland Regional Transit Authority Stephanie Tubbs Jones Transit Center (Public), Cleveland, OH, LEED Gold anticipated
- Cuyahoga County Juvenile Justice Center (Public), Cleveland, OH, LEED Silver anticipated

LEED Registered Projects in Design or Construction

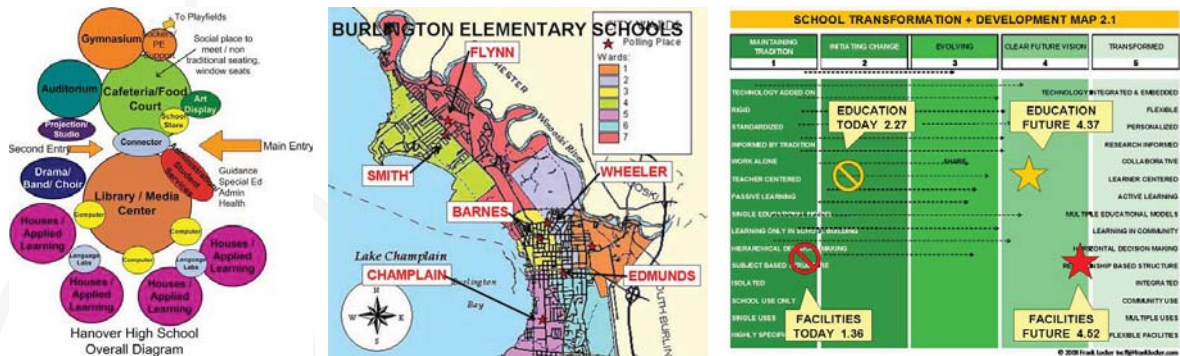
- The Ohio School Facilities Commission
 - OSFC Ohio State School for the Blind and Ohio School for the Deaf
 - OSFC Garfield Heights City School District
 - OSFC Maple Heights Local School District
 - OSFC Washington Nile School District
 - OSFC Edgerton Local School District
 - OSFC Clay Local School District
 - OSFC New Boston Local School District
 - OSFC Hardin-Houston Local School District
 - OSFC Pioneer Local School District
 - OSFC Switzerland of Ohio Local Schools
 - OSFC Springfield Local School District
 - OSFC Madison Local School District
 - OSFC Euclid Glenbrook, Roosevelt, Thomas Jefferson and Upson Elementary Schools
 - Minimum LEED Silver, Target Gold Level, in various phases of completion
- Cleveland Medical Mart and Convention Center (Public), Cleveland, OH, LEED Silver anticipated
- University Hospitals Ahuja Medical Center Risman Pavilion Interior Build Out (Healthcare), Beachwood, OH, LEED CI Silver anticipated
- University Hospitals Geauga Medical Center New Building Addition (Healthcare), Chardon, OH, LEED Certification anticipated

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Innovative Educational Planning



Innovative Educational Planning



As noted earlier, FRANK LOCKER Educational Planning has been engaged by the WRL-VAA team to lead the educational visioning process. As further described in the Overview o in Tab 1 and on the resumes in Tab 3, both Frank Locker and Judy Morgan are experts in innovative educational planning initiatives and 21st Century Learning principles. Frank and Judy had the opportunity to learn about the Cleveland Heights-University Heights City Schools when they co-presented with Superintendent Doug Heuer at the OSFC 21st Century School Design Workshop in June. Both Frank and Judy were extremely impressed by the District's plan to initiate a new K-12 Pathways Structure that focuses learning on thematic strands based on students' thinking patterns. They are excited about the prospect of working with the dedicated team at Cleveland Heights and University Heights City Schools to further refine these ideas into a Vision and Master Plan that will support and enhance innovative thinking with innovative physical facilities that provide for the flexibility, personalized instruction and collaborative learning experiences of 21st Century Education.

Following is a summary of Frank and Judy's experience and some thoughts about 21st Century Learning and 21st Century Facilities.

Frank Locker Expertise and Experience

- National/International Practice focusing on effective educational deliveries and innovative facilities
- Experience leading visioning and district master planning, developing space needs and educational specifications, and collaborating with architects on design, all through a 21st Century lens
- Originator / producer of several educational initiatives including:
 - Project Based Learning Conference*
 - Ohio School Facilities Commission 21st Century Schools Workshop*
 - Harvard University Course for Educators and Architects on Effective Education/Innovative Learning Environments*
- Trained by Partnership for 21st Century Skills
- Architect, former educator, trained facilitator
- Extensive district master planning and community engagement experience

Judy Morgan Expertise and Experience

- Former teacher, building principal and district administrator
- Proven District Leadership in effectively focusing on 21st Century skills
- Considerable experience in professional staff development and community communications

Recent Work and References

Frank Locker has been involved in several recent educationally-driven master plans:

- *21st Century Schools Master Plan, South Burlington, Vermont*
- *21st Century Learning, Community Learning, A Cradle to Grey Initiative, Missoula, Montana (current)*
- *Vision + Master Plan for Excellence and Equity in 21st Century Buildings, Burlington, Vermont*
Completed: 2008
Client Reference: Jeanne Collins, Superintendent, 802.865.5332 (office) / jcollins@bsdvt.org
- *Elementary Vision and Master Plan, Lakeview School District, Battle Creek, Michigan*
Completed: 2007
Client References: District leadership has changed since Frank Locker did the study. Two people who know Frank Locker's work well:
Cindy Ruble, then Superintendent, now Executive Director of the Battle Creek area Educators' Task Force, an association of education providers committed to increasing continuity and opportunity in education from birth through college education, 269.209.3562 (mobile) / cindyetf@gmail.com

Karen Hart, then Assistant Superintendent for Instruction, became Acting Superintendent. She retired this June, and is now consulting, 269.352.4955 (mobile) / mandkheart@gmail.com

Karen led the District's efforts to develop a teacher evaluation process based on the workshop format FRANK LOCKER Educational Planning brought to the District in our planning process. Their process was highly acclaimed, and the Lakeview leadership developed a professional development program to share it with other Districts across Michigan.
- *District-Wide Facilities Master Plan, Providence Public Schools, Providence, Rhode Island*
Completed: 2007 (Undertaken by Frank Locker as vice president of DeJong)
Client Reference: Bill Bryan, Program Manager, 401.487.2792 (mobile) / wbryan@gilbaneco.com

21st Century Learning: Educational Trends and Facility Design

21st Century Education

21st Century Learning, when deeply explored and brought to effective conclusions, challenges traditional American school organization, roles of teachers, learning activities of students, community relationships, and expectations for access to technology.

All educational research related to our changing political, economic, and technological world calls for drastic shifts in the fundamental purpose and process of learning, as we move from the predictable industrial economy, where the USA was the predominant player, to a rapidly changing world economy with several major players, and where the only certainty is change. Schools need to adapt their programs, organization, and classroom deliveries to instill the values and skills required for success in the 21st century, and to be relevant enough to fully engage our current technology-bred students.

Research in life-long success indicates that our traditional focus of school, core subjects, are still important, but they are no longer sufficient for success in the changing world. Instead students need to learn the skills critical to navigating and succeeding in the new socio-economic landscape where change is the byword. These include creative thinking, critical thinking and problem solving, communication, and collaboration skills, learned in an environment that fosters social/emotional skills development, healthy risk taking, and an understanding of the global connections to individual actions.

The human resources foundation for 21st Century Education is built with strong relationships, relevance, and rigor. To be fully actualized, these need to be facilitated through bricks and mortar and virtual support that break the traditional mold as much as innovative educational deliveries do.

21st Century Facilities

Facilities facilitate educational delivery. Key qualities of 21st Century Facilities are:

- Relationship building, intentional positioning of people and purpose to create strong connections. Strategies include:
 - Small Learning Communities
 - Teacher Collaboration Centers
 - Distributed leadership and guidance
 - Looping of teachers with students
- Personalized/student centered learning, empowering the multiple intelligences of the student as worker with the right tools for learning
- Brain-based furniture, designed for movement and personal fit
- Variety of spaces to support multiple modalities of learning, since different students learn best in different ways and effective educational delivery needs purposeful environments. This includes:
 - Reflective spaces, collaborative spaces, performance spaces
 - Small group and large group spaces
 - Technology rich spaces

- Cradle to grey learning, nesting K-12 education within a multi-generational context to benefit all
- Flexible platforms for continued change, including:
 - Agility to support a variety of school organizational structures (departmental, thematic, Small Learning Communities) without physical change, and often simultaneously
 - Agile spaces for learning, with multiple connections and possible interpretations
- Interdisciplinary connections supported through strategic positioning of functions
- Foster communication and collaboration:
 - Team teaching spaces for two, three or four synchronous teachers
 - Teacher planning centers, small group rooms
- Support active/applied learning with technology and places to make things or to work on projects
- Make learning visible through visual connections and display of student work
- Collaboration and communication: strategic positioning of teachers to stimulate working together
- Expression of a school signature through the architecture to foster identity and spirit

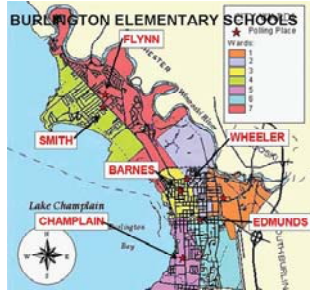
These facilities strategies may prescribe the end of the classroom as we know it today, or certainly the end of the school building as we know them today. Empowered 21st Century Learning demands these strategies.

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Public Engagement

Public Engagement



Master Planning

Master Planning is the strategic planning of school operations and school facilities to appropriately and efficiently serve changing educational and community needs. The Planning scope is often district-wide, but can also narrow its focus on particular grade levels or selected buildings within a district, or cross district boundaries for covering broader initiatives such as regional schools.

Embrace and Balance

Successful Master Planning incorporates and balances several different factors. Most critical and common are educational needs, student enrollments, existing school conditions, and funding capabilities. Educational needs are ideally defined in an Educational Vision. Student enrollments must be projected 5 to 10 years in the future. An existing school conditions analysis would include the educational adequacy and physical conditions assessment of existing school buildings, as well as the locations and sizes of buildings relative to where students live. Projecting the cost of construction and availability of funding sources determines feasibility.

Often these factors are in conflict. However, successful planning engages key educational and community leaders to clarify needs, evaluate planning options, and resolve conflicts. It creates consensus. Doing so in a highly visible, newsworthy public process, with evening community meetings, assures public understanding and increases the probability of funding approval.

From Educational Vision to Environmental Sustainability

Master Planning can include consideration of many social and educational issues. Among them are the Educational Vision issues of appropriate class and school building sizes, school programs and services, operational efficiencies, and developmentally appropriate grade level groupings. The process can embrace changing demographics and enrollment fluctuations as well as the impact of new housing starts. Qualitative concerns may include the creation of equity, including socio-economic equity, safety and security, walking distances, busing, and travel time to school. It may embrace municipal planning initiatives, sharing of resources among schools or with public libraries, or encourage sustainable living practices such as walking and bike riding to school.

A comprehensive process can produce rational planning decisions related to complicated issues such as retaining historic buildings that are educationally challenged or the redistricting of students. To be fully accountable, it must establish the sequence of phasing multiple school projects to assure fairness and equity.

Process and Planning

Effective Master Planning is best carried out in a visible, transparent public process through a planning committee of educators, students, parents, and the community. The Planning Committee will establish or embrace the Educational Vision, review technical analysis of the planning consultant, study planning options, and make recommendations to the school committee or Board. Public meetings at strategic points in the process can solicit comments and concerns of parents and neighbors of each school,

and assure that the planning receives the fair review during development that increases its visibility and viability. All of this makes it easier to pass a bond vote.

Proven Facilitators

The educational planning and public engagement portion of the project will be led by Frank Locker and Judy Morgan. A trained facilitator, Frank Locker has led successful public engagement processes in his work with numerous school districts. Frank and Judy first worked together in this capacity when Frank led the educational visioning process for Pine Grove Middle School, in the East Syracuse Minoa Central School District, East Syracuse, New York. Judy was the district leader responsible for the project.

In her role as the Executive Director of Curriculum, Instruction and Accountability at the East Syracuse Minoa Central School District, Judy Morgan was also responsible for the planning, development and implementation of the overall district strategic plan. In the planning process, over 800 people provided input. This input was gathered through surveys on-line, paper surveys, two Community Cafes (one for students and one for adults), and four focus group meetings. Once information was gathered, two teams were formed. The Core Team consisted of about 50 people. Ms. Morgan facilitated this group whose role was to create the district mission, vision, and belief. There were five Task Force Teams formed, each with between 15 and 25 members. Ms. Morgan coordinated the work of these teams as they looked at critical issues and developed action items. The plan was approved by the Board of Education. The plan has guided the district for the past three years and has provided a very clear focus as well as very specific action items. The district has been able to focus on becoming a 21st Century Learning Community because of the clear direction of the plan. The district has been recognized at the state and national level for its progressive work based on the guidance of the plan.

Although Mr. Locker and Ms. Morgan will formally lead the public engagement process, the WRL-VAA A-E team will actively participate in the process. WRL is accustomed to working with not-for-profit and government clients on projects involving multiple stakeholders and review processes, including public review and comment. 90% of WRL's practice is for governmental or non-profit institutions and the vast majority of our more than 200 cultural arts projects have involved working with such entities as municipalities, boards of trustees, local and regional arts councils, school boards, and the staff and volunteer leadership of theatres, museums and arts groups.

Likewise, VAA is accustomed to collaborating with multiple stakeholders, including Superintendents, boards of education, committees, parents, students, administrators and teachers in the development of master plans. Throughout the firm's OSFC work, VAA has been involved with districts running bond campaigns and working through their master plans. As the lead local member of the Cleveland Waterfront team, VAA has also been assisting with public engagement for the past two years. The team has led more than six community engagement meetings in open public forums. Recently, Jill V. Akins led a meeting, attended by approximately 125 citizens, at St. Ignatius High School. The forums have been in a presentation style format with a question and answer session following. Elected officials, media and business leaders have been well represented at all of the forums. Additionally, VAA has held more than 30 stakeholder meetings focusing on specific groups interested in the development of the waterfront.

This experience will be very valuable for this project. As a team, we understand the importance of gaining community consensus and support for projects from the earliest master planning and conceptual phases through design and eventual construction. Using a public forum allows for consensus by all stakeholders and a guided project that is successful for all parties involved. We listen to the needs of each stakeholder and take into consideration their thoughtful feedback when developing plans. We will work diligently with the District and the Facilities Committee to ensure that the Facility Master Plan accurately reflects both the local community's desires and aspirations for the schools as well as the leading trends in 21st Century Education.

Testimonials

I was very impressed with the way Frank accommodated ideas from the group and suggested solutions that would ultimately form a foundation for our vision of facilities for the next 25 years. He truly has a gift in bringing communities together.

- Daniel Sybrant, Superintendent, Corvallis School District, Corvallis, Montana

Frank Locker brings multiple talents to any Design Team. He brings passion about educational delivery systems, extensive architectural design experience, worldwide travel, facilitation skills and an amazing familiarity with scores of "New School" pedagogy. He has travelled the world and openly shares what he has seen and learned. Having Frank on your Design Team adds creativity, passion, and most importantly, Knowledge.

- Lyndon Keck AIA, LEED AP, PDT Architects, Portland, Maine

The process (Frank established) was great. I loved how it incorporated many people, from many venues of the city, from parents, to city officials, to university folks, to students, to teachers and administrators. The final product is much richer than anything we could have done on our own! Everyone had a voice, and an opportunity to be part of the exciting vision.

- Jeanne Collins, Superintendent, Burlington School District, Burlington, Vermont

It was a wonderful process he walked us through – and half the joy was Frank himself. He worked with students, staff, community members, and parents. At all times he was open, inviting, stimulating, and comfortable in his facilitation. He was able to tease out information, opinions, insights that we were unaware of, but needed to recognize.

- Charles W. Plant, Principal, Paul W. Crowley East Bay Campus of The Met School, Newport, Rhode Island

Frank has helped our education group to engage our clients and communities in a thoughtful discussion about teaching and learning in the 21st century.

- Nick Salmon, LEED-AP, NCARB, AIA, CEFPI, Associate & Educational Planner, CTA Architects Engineers, Missoula, Montana

Thank you for your wonderful keynote address, "High Performance Learning Places". Your dynamic style and exciting delivery, not to mention the relevance of your work, kept the audience of over 200 engaged throughout. We continue to receive rave reviews!!

You continue to provide us with cutting edge innovation and leadership. Please continue your exciting work on behalf of current and especially future students EVERYWHERE!

- Dr John P. Avery, New England School Development Council, Marlborough, Massachusetts

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Partnerships

Partnerships

We understand that a key component of the Pathway structure that the CH-UH City School District is adopting involves the creation of partnership programs with local colleges, universities, cultural institutions and major medical centers. We, too, believe that education is a partnership among students, staff, families and our communities. Therefore, it is imperative that any Master Plan that is developed support strong partnerships between schools and community organizations to create a challenging curriculum that meets the needs of the three pathways. This team brings experience in forging community partnerships from the District perspective and in working with collaborating institutions to plan and design successful building projects that meet the needs of diverse stakeholders.

Judy Morgan: A Successful Developer of Partnerships

In her capacity as Executive Director of Curriculum, Instruction and Accountability for the East Syracuse – Minoa Central School District, Judy Morgan forged numerous partnerships with central New York universities, corporations, and cultural organizations.

As STEM became an essential focus for student learning, Ms. Morgan worked with the Empire State STEM Learning Network to coordinate efforts to create STEM focused curriculum and a STEM HUB in central New York. This effort included collaboration not only with the Network, but also with Siemens Corporation, SUNY ESF, Syracuse University, Onondaga Community College, a large city school district, a suburban school district and a rural school district. The Empire State STEM Learning Network has been incubated by Rensselaer Polytechnic Institute with support from the Bill and Melinda Gates Foundation, Battelle and the AT&T foundation.

Another major partnership that Judy forged was with Bristol-Myers-Squib. The pharmaceutical company has a manufacturing plant within the school district. Bristol worked with the National Science Foundation and the Smithsonian to create an integrated curriculum that focused on the development and the marketing of a pharmaceutical drug. The company was looking for a school district that would pilot the course. Judy was able to create a credit bearing course in the high school as an upper level elective being co-taught by a biology teacher, chemistry teacher, math teacher and a business teacher. This course is being offered for a 4th year, each year with a full class enrollment.

Judy also worked with Siemens to integrate the company's energy conservation strategies into school curriculum and the equipment that the company installed in the district buildings. Some of the other partnerships involve additional curriculum projects with universities including adding more college bearing credit options for students, a research project on clean water with the Village of Minoa, a collaboration with the MOST (Museum of Science and Technology) and forums for local business leaders to discuss their needs for future employees.

Judy's experience forging successful partnerships from the District perspective will inform her work incorporating the needs of Cleveland Heights-University Heights Schools community partners into the facility master plan.

A Northeast Ohio Perspective

As a supplement to Judy's expertise, we have added to the team Linda Williams as partnership liaison to provide a Northeast Ohio perspective on educational partnerships. Dr. Linda Williams is currently Senior Director of Educational Services for WVIZ/ideastream, responsible for all educational programs for the public television and radio station from preschool to college graduation. She brings with her a wealth of leadership and communication skills, training and expertise in the areas of special education, strategic planning, and continuous improvement planning. Most recently, she was County Superintendent of the Lake County Educational Service Center. She had previously been



WRL has a long history of involvement in important Northeast Ohio arts and culture, government, medical, corporate and institutional projects.

Superintendent of Schools in Richmond Heights City School district and an Assistant Superintendent in the Mentor School District. In addition, she has been a teacher and served as chair of the Department of Education at Hiram College.

Dr. Williams is a graduate of the American Association of School Administrators Strategic Planning training program and participated in Leadership Training Seminars and the National Security Seminar at the United States Army War College. She has facilitated over 70 strategic plans for school districts and agencies.

Dr. Williams is a graduate of Kent State University and holds a B.S. in Elementary and Special Education, an M.Ed. in Teaching Exceptional Children and a Ph.D. in Administration and Special Education. She is a graduate of the Case Western Reserve University Weatherhead School of Management Professional Fellows Leadership Program.

Dr. Williams was appointed to the Lakeland Community College Board of Trustees by the Governor of Ohio in 2007.

Additionally from a local perspective, WRL has decades of experience working collaboratively with Northeast Ohio cultural institutions, colleges/universities and healthcare providers on the planning and development of complex building projects. We count among our clients numerous University Circle institutions, including the Cleveland Museum of Natural History, the Cleveland Orchestra, Cleveland Museum of Art, Cleveland Institute of Music, Museum of Contemporary Art, University Hospitals, the VA and the Cleveland Clinic, as well as PlayhouseSquare and ideastream, the Cleveland Play House, the Federal Reserve Bank of Cleveland and numerous colleges and universities such as Cleveland State University, Cuyahoga Community College, and The Ohio State University.

Many of our recent projects have involved the collaboration of multiple cultural institutions on a single project. For example, Idea Center, completed in 2005, is the result of an innovative partnership between PlayhouseSquare and ideastream WVIZ Channel 25 and WCPN 90.3 FM to create a shared educational, broadcast and performance facility and the current expansion and renovation of the Allen Theatre, which opens this Fall, involves PlayhouseSquare, Cleveland State University and the Cleveland Play House. The Jeanne B. McCoy Community Center for the Arts, which opened in 2008 in New Albany, Ohio is the result of an innovative public-private partnership among New Albany-Plain Local School District, the Village of New Albany, New Albany Community Foundation, Plain Township and The New Albany Company.

This experience accomodating the needs of partnering institutions should serve the project well.

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Cost & Constructability

Cost and Constructability

A Master Plan that cannot be implemented is worthless. Creating a document that cannot be executed is a waste of time and energy and frankly, inexcusable. While a Facility Master Plan should create a vision for the future of the district that aspires to a “big idea”, the Master Plan must also be pragmatic enough to be viable. To that end, the Master Plan must have accurate conceptual level costs associated with any proposed renovation and/or new construction projects.

This team views cost control as an “active” part of the design process. It is the designer’s responsibility to reconcile design concepts and programming needs with economic reality, even at the conceptual or master planning stage. As A/E firms, neither WRL nor VAA perform cost estimating in house. We have found working with Construction Managers, independent cost estimators, or both, has allowed us to proactively manage options and related costs during design.

The WRL-VAA Team has decades of experience and a strong track record of working with independent cost and constructability consultants to deliver successful projects. Both WRL and VAA regularly team with independent cost and constructability consultants to develop project budgets and construction phasing plans. WRL has been recognized by *Building Design + Construction* magazine for our successful teaming with construction managers on several projects, including the Shafran Planetarium at the Cleveland Museum of Natural History and the Bethel Woods Center for the Arts, a \$100 million project on the site of the 1969 Woodstock festival. With appropriate contingencies, WRL has witnessed few surprises on bid day. In our master planning work, WRL works as a matter of course with an independent cost estimator to ensure that our plans are real and productive tools for making things happen and that associated costs are accurate.

VAA also has experience working closely with numerous consultants throughout Ohio to ensure the project is not only on-schedule but also within budget. To do this, VAA works with the consultant on tracking costs throughout the various phases of design as they evolve into construction. VAA also collaborates with the Owner, design team and consultant to identify critical path items and is involved in providing early construction packages to help the Owner and contractor meet schedules.

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Owner's Schedule

Owner's Schedule

Our team has the experience, sense of urgency, big ideas and, most importantly, the plan to develop a Master Plan by April. This plan, in schedule format, is featured on the following page. Within this schedule, you will find an outline of tasks and meetings that will occur each month along with the key participants required from each party. Each month, we plan to meet with the Citizens Facilities Committee and Independent Cost and Constructability Consultant. These meetings ensure that we work closely with the Committee and Consultant, keeping the project on-schedule and on-budget. We also plan to conduct three vital community engagement meetings, enlisting local citizens for their thoughts as we develop the master plan. Of course, as we learn more about this project, this initial framework will be refined to meet the updated scope of work requirements.



CLEVELAND HEIGHTS-UNIVERSITY HEIGHTS WORK PLAN Master Plan Study

LEGEND

◀ Partnering/Worksession	P Primary responsibility
▲ Formal Presentation	S Supporting responsibility
◇ Citizens Facilities Committee Meeting	X Participation and Collaboration

Owner				Design Team										
CH-UH				Architectural/Engineering					Educational Planning					
CH-UH Board of Education	Citizens Facilities/Steering	Steven Zarmoni PNC	Administrators, Faculty, Staff and Community Independent Cost & Constructability Consultant	Jill Akeris, AIA Principal in Charge	Paul Westlake FAIA, FACHA Director in Charge	Kevin Kennedy, RA LEED AP President/Principal	Staff Architects	Matt Murphy, PE LEED AP Environmental & EAVA Professional	Raymond Kent, EAVA Professional	Frank Locker Project Director	Judy Morgan Project Planner	Linda Williams Partnership Liaison		
CH-UH CITY SCHOOLS MASTER PLAN														
October														
PLANNING & SCHEDULING														
				P	P	P								Establish week-by-week calendar
X	X	X		P	P	S	X	S	S	P	S	S		◀ Briefing session with District leadership
S	P	S												Establish Steering Committee to guide process from School District's point of view
	P	P		X	X	X				X	X	X		Identify invitees to November 21st Century Schools Educational Visioning Workshop
	P	S		P	P	S	X	X	X	P	S	X		◀ District leadership meeting to look ahead at Master Plan scope/schedule/tasks
	S	S				P					P			Gather existing outstanding documentation and drawings
	X					P	S							Verify existing conditions as appropriate to master planning process
	X			P	P	P	S		S	P	P	S		Examine, document, and audit existing buildings as needed
	P			P	P	P	S	S	S				◇	Meet with Citizens Facilities Committee
			P	P	P			S						Meet with Cost and Constructability Consultant
November														
VISIONING														
	S	S	X	P	P	S	X	S	S	P	S	S		◀ 21st Century Schools Educational Visioning Workshop
	X	X	X			P	P			P	S	S		Analyze outcomes
						P	P			P	S	S		Share results
						P	S							Verify existing conditions as appropriate to master planning process
	X	X	X			P	S			X	X	X		Prepare preliminary site and building analysis
	P			P	P	P	S		S					Prepare program outline (use and area tabulations)
				P	P	P	S	S	S	P	P	S		Provide overview of regulatory and zoning issues
				P	P	P		S	S				◇	Meet with Citizens Facilities Committee
				P	P	P		S						Meet with Cost and Constructability Consultant
December														
NEEDS ASSESSMENT/PROGRAMMING														
						P	S			P	S	S		Develop approach for communicating/vetting innovations developed in Visioning Workshop
	S	X	X	S	S	P	S			P	S	S		Review facilities assessments
				X	X	P	S	S	S	P	S	S		Community Engagement meeting
				X	X	P	S	S	S	X	X	X		Develop facility planning options
	P	S		P	P	S				P	S	S		Prepare preliminary program with recommended area requirements
	P			P	P	P	S	S	S	P	S	S		Establish general priorities
			P	P	P	P	S	S	S	P	P	S	◇	Meet with Citizens Facilities Committee
				P		P		S						Meet with Cost and Constructability Consultant
January														
PHASING & PLANNING														
	P	S		X	X	P	S	S	S	X	X	X		Refine final program statement
	X	X	X	P	P	P	S	S	S					Prepare alternative conceptual planning schemes, addressing overall site and building issues
	X	X	X	X	X	X								Develop engineering and technology systems strategies
		X	X	X	X	X	S	X	S	X				Develop cost comparison information
				X	X	P	S	P	S					Develop sustainable design strategies
	X	X	P	P	P	S	X	X		P	S	S		Community Engagement meeting
	P			P	P	P	S	S	S	P	P	S	◇	Meet with Citizens Facilities Committee
			P			P		S						Meet with Cost and Constructability Consultant
February														
PHASING & PLANNING														
	P	S	X	P	P	P	X	P	S	P	X	X		◀ Workshop
														Sort, evaluate and select scheme(s) to develop
				X	X	S	X	S	X					Develop engineering and technology systems narratives
				X	X	P	S	P	S					Update conceptual square foot cost data
						P	S	P	S					Develop phasing alternatives and schedules
						P	S	P	S					Incorporate Committee comments into selected scheme
						P	S	P	S					Incorporate internal QC comments into selected scheme
	P	S		P	P	S	X	P	S	P	S	S		Review planning options with Citizens Facilities/Steering Committee
				X	X	P	S	P	S	P	S	S		Revise options
				X	X	P	S	P	S	P	S	S		Correlate Master Plan options with related professional staff development and community partners
	P			P	P	P	S	S	S	P	P	S	◇	Meet with Citizens Facilities Committee
			P			P		S						Meet with Cost and Constructability Consultant
March														
	X	X	P	P	P	S	P	X		P	S	S		Prepare Master Plan document for presentation
						S	X	X		P	S	S		Community Engagement meeting
						P	S	P	X	P	S	S		Meet with Citizens Facilities Committee to incorporate community comments into selected scheme
	P	S	S	X	P	P		S		P	S	S		Meet with Cost and Constructability Consultant
				P	P	S	X	S	S					◀ Workshop/preliminary presentation to Board of Education
April														
	P	S	S	P	P	S		S	S	P	S	S		▲ Board of Education meeting for selection of Master Plan

Heights



Every Student, Every Day, Some Success, Some Way. College Ready, Life Prepared!