< N/A | N/A | BBB Mission Statement | N/A | N/A >

**Our mission, as creators and curators of the built world, is to provide people with an environment of beauty and comfort, of contemporary relevance and timeless endurance. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. To accomplish this mission, we carry on our founding partners' commitment to a collaborative process as the best way to bring creative thinking to our clients.**

< N/A | N/A | Intro | N/A | N/A >

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 190 professionals in New York City, Washington, DC, and Boston, MA—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship of historic buildings in sensitive urban sites—the work for which we have become best recognized. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning. Urban planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice.

Our areas of specialization include Education, Historic Preservation, Civic, Commercial, Cultural, Hospitality, Interiors, Planning & Urban Design, Residential, and Graphic Design.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three residential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

BBB actively fosters a culture of and commitment to creative and technical excellence. At BBB, we are open to a variety of perspectives, and we seek to procure and nurture diversity of thought in our project teams. In the execution of our professional services, we actively encourage the involvement of local, minority, and women-owned businesses. We are equally committed to equity and diversity within our own staff.

In our client engagements and staff initiatives, we are working to achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. BBB has a history of sustainable practice, stemming from the firm’s experience in adapting, enhancing, and extending the life of existing buildings. We consistently work with our clients to find new and innovative ways to make projects more energy efficient, to reduce their negative impacts on the environment, and to incorporate smart building practices into our design process.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Interiors, Planning & Urban Design, and Residential.  
  
Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

< N/A | N/A | Intro | N/A | concise >

Founded in New York City in 1968, Beyer Blinder Belle (BBB) began its practice with the belief that architecture, urban design, and historic preservation thrive on the dynamic interaction between past and present. Our work has been recognized nationally with awards including three Presidential Design Awards, the AIA Firm Award, and the AIA Honor Award for Urban Design.   
  
We have grown into an international practice of 190 professionals across a range of disciplines - programming, city, regional and campus planning, urban design, architecture, historic preservation, interiors, construction administration, architectural history and research, and sustainable design. Our integrated, multi-disciplinary organization allows us to provide comprehensive services through all stages of a project’s evolution.   
  
BBB is committed to a lasting regeneration of our built environment through responsive, informed and public-minded design that respects the spirit and context of history. We work alongside our clients to find innovative ways for projects to minimize their impact on the environment.

Our rich experience working in urban landscapes is interwoven into the firm’s culture, creating a respect for resources and interdependencies, both material and cultural. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. This philosophy provides sound principles of sustainable design and green architecture throughout the firm’s diverse practice.

< **Greene County Courthouse | ODC27.69** | Intro | 2022-05-18 | **civic, government ,DC, courthouse** >

**Beyer Blinder Belle Architects and Planners LLP (BBB) was founded over half a century ago in the wake of the National Historic Preservation Act, and for over 50 years, we have been trusted with the care and stewardship of some of the United States’ most treasured landmarks. From these commissions, we have gained renown for blending design excellence with historic preservation and adaptive reuse. A persistent exploration of historic, cultural, and civic meaning guides BBB's ethos.**

Many firms specialize in historic preservation, but BBB is distinguished by our rigorous commitment to and exceptional ability to balance preservation with design excellence. BBB sensitively and creatively adapts and revitalizes existing structures for new uses, integrating contemporary technologies, building systems, and materials within historic contexts. As a result, the firm has won three Presidential Design Awards, the Medal of Honor from the American Institute of Architects New York Chapter, and the national AIA Firm Award.

In 2020, BBB received a National AIA Award for the TWA Hotel restoration and the DC Award for Excellence in Historic Preservation for the Carnegie Library. BBB is a full-service architecture and planning firm with 180 staff across three offices in Washington, DC; New York; and Boston. In addition to our architects and planners, we have in-house expertise in architectural history, building conservation, materials science, sustainability, laser scanning, and Building Information Modeling (BIM).

**< Downtown Dover Strategic MP | ODC27.20 | Intro | 2021-08-20 | UD, civic, mixed-use, planning, urban design >**

**Beyer Blinder Belle**

Beyer Blinder Belle (BBB) was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has guided us for more than five decades and has shaped a broad and award-winning practice — now 190 professionals in Washington, DC, New York City, and Boston engaged in architecture, planning, and interiors. A persistent exploration of historic, cultural, and civic meaning guides our work to help communities undo some of the past decisions such as hostile urban design, car-centric streetscapes, or rigid zoning requirements to find a more authentic expression of urbanity for each place we work.

**Used in ODC27.14 Fluvanna Historic Courthouse HSR [2021, 7/29] Civic\_Government\_DC: Courthouse, Public Historic Structure, Rehabilitation/Adaptive**

**< Fluvanna Historic Courthouse HSR | ODC27.14 | N/A | 2021-07-29 | civic, government, DC, courthouse, public, historic structure, rehabilitation, adaptive >**

Beyer Blinder Belle (BBB) has more than 50 years of experience guiding preservation treatments at many of the country's most treasured historic sites. Over this period of time, we have developed a detailed and well-practiced approach to Historic Structure Reports (HSRs), in which thorough research and documentation serves as a foundation for short- and long-term prioritized recommendations that thoughtfully consider client goals, user needs, and the Secretary of the Interior's Standards for the Treatment of Historic Properties.

Our approach to the design of the built environment focuses on architecture that embraces historic context, gives new life to existing buildings, and empowers people and their communities.

This mission has shaped a broad and award-winning practice engaged in historic preservation, architecture, planning, and interiors that has brought success to projects focused on restoration, rehabilitation, and new construction, as well as master planning and urban design.

BBB’s success in meeting project challenges is built on a philosophy of engagement, analysis, and creativity. By applying honed evaluative skills in the early phases of a project, we ensure that the preservation goals are grounded in the realities of existing conditions, site context, and cost parameters.

BBB is licensed to conduct architecture and preservation services in the state of Virginia.

**Used in ODC27.37 [2021, 9/24] UD\_Innovation: Planning & Urban Design. Mixed Use, Architectural**

**< N/A | ODC27.37 | N/A | 2021-09-24 | UD, innovation, planning, urban design, mixed use, architectural >**

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 180 professionals in New York, Boston, and Washington, DC—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship and reinvention of existing sites and buildings in complex urban contexts—the work for which we have become best recognized. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

Our Washington, DC office has 35 staff who provide the full scope of the firm’s services. Our proposed team for this project has extensive familiarity with entitlement procedures and processes in the District, deep procedural and technical expertise, and an astute design sensibility that will successfully achieve your vision for this project.

**< 218 Madison Avenue | ONY33.84 | N/A | 2022-03-25 | developer, NYC, residential, multi-unit family, market-rate, housing, mixed-use, new construction >**

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

Social housing projects in and around New York City launched the firm’s renovation portfolio in these early years. By seeking to re-use and revitalize buildings rather than demolish them, BBB was at the forefront of the sustainability movement. In the 1970s, the firm’s work on historic buildings in sensitive urban sites was diversified with larger-scale planning projects in the tri-state area and beyond. At the end of its first decade, BBB had established itself as a mission-driven architecture and planning firm. In recent decades, we have developed a robust multi-family housing portfolio for developers, with many projects having an affordable component.

Our social mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 170 professionals in New York City, Washington, DC, and Boston, MA—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship of historic buildings in sensitive urban sites—the work for which we have become best recognized. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**< Botetourt County Courthouse | ODC27.27 | N/A | 2021-8-23 | civic, government, DC, courthouse, new construction >**

Founded in 1968, Beyer Blinder Belle (BBB) began its practice with the belief that communities thrive on the dynamic interaction between past and present. Since then, BBB has been an innovator in expanding the definition of preservation by creating new life in historic structures and public spaces, respecting the spirit and context of the original while incorporating contemporary innovation in materials, technology, and systems. Our firm has been fortunate to participate in some of the most prominent and important civic spaces in the US and at historic sites around the world. Our notable projects include contemporary interventions at landmarks and cultural icons that demonstrate respect for the buildings’ original character by invisible modernization to extend the life of the buildings into the next century and continue to serve as civic icons for this and future generations.

At the core of our practice is the fundamental belief in and the pursuit of the meaningful coexistence of built structures with their surroundings. This core philosophy encompasses multiple scales and types of structures from the mutually beneficial interrelationship of civic buildings in urban fabric to new construction alongside buildings of historic vernacular. Our design philosophy is underpinned by a deep respect for the historic, cultural, and civic significance of a building or site. BBB has a commitment to architecture that simultaneously responds to current and future needs in a way that is intellectually relevant and contemporary in its own right. Our approach to understanding the past is complemented by an equal commitment to creative contemporary architecture in the present that ensures a lasting regeneration of our cities into the future.

As both architects and planners, we rely on the synthesis of four finely honed skills: master planning, rehabilitation of older buildings, restoration of landmarks, and the integration of contemporary architecture within historic settings. These themes are hallmarks of our work and will be applied to our planning for the Botetourt County new Circuit Courthouse project. As planners, we understand the large-scale forces that affect the future of a building, a campus, and a community. As architects, we enrich our planning efforts with technical and design expertise in assessing existing buildings, and envisioning spaces, additions, and new buildings that both support and transform them. Our ability to infuse long term planning with an architectural sensibility assures our clients that our plans are both visionary and achievable.

**< Botetourt County Courthouse | ODC27.27 | Size of Firm | 2021-8-23 | civic, government, DC, courthouse, new construction >**

170 Staff across three offices (Washington, DC; New York City; Boston, MA)

**< Botetourt County Courthouse | ODC27.27 | Financial Capability | 2021-8-23 | civic, government, DC, courthouse, new construction >**

Over BBB was founded over 50 years ago and has been in good financial standing throughout its existence. The firm has remained consistently profitable and well capitalized as evidenced in our financial statements and has always met the financial covenants required by our bank. We have a written reference from our bank that we would gladly supply upon request.

Additionally, over this half century, BBB has completed new construction and renovation projects ranging in scale and cost from the preservation and modernization of the 10,000 SF Historic Douglass School in Loudoun County, VA, to the design and construction of Rosslyn Central Place — a one million+ SF new development in Arlington, VA. With a courthouse portfolio exceeding $500M in construction costs, BBB’s Washington, DC office has the financial capability to complete the Botetourt County new Circuit Courthouse project successfully.

**< N/A | ONY33.37 | N/A | 2021-11-8 | civic, government, NYC, bridges, new construction >**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington DC. The 170-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. We provide comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**< N/A | ONY33.73 | N/A | 2022-03-07 | civic, government, NYC, parks, gardens ,plazas, rehabilitation, adaptive >**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington DC. The 170-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. We provide comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design  throughout a project’s evolution. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Graphic Design, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

For the Governors Island On-Call Design Services Contract, Beyer Blinder Belle is submitting for the following categories:

* Master Planning & Urban Design Services
* Architectural Design Services

**<Post Brothers Residential Conversion | ODC27.61 | N/A | 2022-03-09 | residential, conversion >**

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This mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 180 professionals across Washington, D.C., New York, NY, and Boston, MA—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of BBB’s projects involve sensitive urban sites—the work for which the firm has become best recognized

BBB’s areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Interiors, Planning & Urban Design, and Residential. This work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. BBB has also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

BBB’s Washington, D.C. office has 35 staff who provide the full scope of the firm’s services. The proposed team for this project has extensive familiarity with entitlement procedures and processes in the District, deep procedural and technical expertise, and an astute design sensibility that will successfully achieve your vision for this project.

**<247 North Avenue New Rochelle | ONY33.75 | N/A | 2022-02-25 | developer, design-build residential, multi-unit market-rate housing, housing>**

Social housing projects in and around New York City launched the firm’s renovation portfolio in these early years. By seeking to re-use and revitalize buildings rather than demolish them, BBB was at the forefront of the sustainability movement. In the 1970s, the firm’s work on historic buildings in sensitive urban sites was diversified with larger-scale planning projects in the tri-state area and beyond. At the end of its first decade, BBB had established itself as a mission-driven architecture and planning firm. In recent decades, we have developed a robust multi-family housing portfolio for developers, with many projects having an affordable component.

Our social mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 170 professionals in New York City, Washington, DC, and Boston, MA—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship of historic buildings in sensitive urban sites—the work for which we have become best recognized. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

**<N/A | N/A | N/A | 2022-03-06 | historic preservation, residential, multi-family market rate housing, rehabilitation, adaptive re-use>**

Beyer Blinder Belle Architects and Planners LLP (BBB) was founded over 50 years ago in response to two momentous but opposing movements: Urban Renewal and the National Historic Preservation Act of 1966. BBB’s founding partners rejected demolition as the solution for the built environment and instead embraced advocacy for adaptive reuse and the retention of existing buildings.

The mission of the firm continues today. We have 180 staff across offices in Boston, New York, and Washington, DC, and the firm is renowned for the practice of saving buildings and repurposing them for their next incarnation. BBB is a full-service architectural firm with unique expertise in planning, historic preservation, interiors, wayfinding/signage, laser scanning, and Building Information Modeling (BIM)/Revit.

Many firms specialize in historic preservation, but BBB is distinguished by our rigorous commitment to and exceptional ability to balance historic preservation with design excellence. As a result, the firm has won three Presidential Design Awards, the Medal of Honor from the American Institute of Architects New York Chapter, and the national AIA Firm Award. In 2020, BBB received a National AIA Award for the TWA Hotel restoration and the DC Award for Excellence in Historic Preservation for the Carnegie Library.

BBB’s Washington, DC Office will lead the effort for the Parks at Walter Reed. BBB is unique in having in-house architectural historians and conservators that work alongside the firm’s architects and planners to provide in-depth historic research and technical analysis, which underpins the understanding of adaptive reuse projects. In-house conservators and preservation specialists allow BBB to efficiently carry out façade and window surveys and seamlessly incorporate findings into construction documents. Furthermore, our architectural historian will lead the documentation needed for the Historic Rehabilitation Tax Credit under the direction of our Project Manager.

For this pursuit, BBB is joined by Perkins Eastman (PE) who will lead the senior living interior architecture. PE brings 41 years of experience with senior housing and hundreds of completed projects, many with SRG. Together, the BBB and PE team brings a compelling value proposition to the development team:

* International, award-winning renown in modernizations of historic buildings;
* Nationwide expertise in senior living adaptive reuse projects;
* Local credibility in regulatory design and preservation approvals on complex projects;
* Unlimited capacity to meet the schedule requirements; and
* Nationally recognized experts in historic tax credits

We hope that our enclosed submission successfully reflects our enthusiasm and experience to lead this exciting project with the SRG, Hines, Urban Atlantic, and Triden development consortium.  
  
**<N/A | N/A | Intro | 2021-12-17 | ud, campus planning, feasibility, programming>**

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We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission, continually refreshed by new generations, underpins our broad and award-winning design practice. Building on the firm’s founding values, our 170 professionals—in New York City, Washington DC, and Boston—work with numerous mission-driven organizations to address the challenges of today's cities and communities.

BBB actively fosters a culture of and commitment to creative and technical excellence, manifest in our staff-led initiatives and in our project work. We are open to a variety of perspectives, and we actively seek to procure and nurture a diversity of thought in our project teams.

The firm's work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. BBB has also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

Our portfolio of master planning and urban design work spans many scales and typologies, including plans for major urban areas, academic campuses, innovation districts, the restoration and adaptation of historic districts, waterfront redevelopment, and new mixed-use developments throughout the United States. BBB's planning processes consistently leverage multifaceted stakeholder engagement, leading to plans that are visionary, socially responsible, and fully responsive to the mission, needs, and priorities of our clients.  
  
INTRO/FOUNDATIONS [9/8/14\_NYCDCC HP TERM\_KH]

<N/A | N/A | Intro/Foundations | N/A | nycdcc, hp term, kh>  
BBB is an 190-person architectural firm based in New York City with a diverse practice of existing building restoration, adaptive reuse, and rehabilitation for landmarked and other historic buildings and sites. We were founded in 1968 on the belief that New York City deserved our best attention as architects and planners. Foremost among our concerns was the preservation and revitalization of our urban environment. We believe that cities, neighborhoods, campuses, and buildings thrive on diversity and on the dynamic interaction of past, present, and future. It is in this spirit that we have helped to preserve and give new life to many venerable New York City -- and national -- institutions, assisting them in the stewardship of their physical and cultural assets. These include the U.S. Capitol, Grand Central Terminal, New York City Hall, Ellis Island, the Empire State Building, Rockefeller Center, South Street Seaport and the modern masterpiece TWA Flight Center at JFK International Airport.

**<N/A | N/A | Intro Planning | N/A | N/A>**  
Founded in New York City in 1968, Beyer Blinder Belle (BBB) began its practice with the belief that architecture, urban design, and historic preservation thrive on the dynamic interaction between past and present. The achievements of this philosophy have been recognized nationally with three Presidential Design Awards, the national AIA Firm Award (the highest honor given annually to a practicing architectural firm), an AIA Honor Award for Urban Design and Master Planning and more than 100 other awards.

We have grown into an international practice of 190 professionals in a wide range of disciplines - programming, city, regional and campus planning, urban design, architecture, historic preservation, interiors, construction administration, sustainable design, and architectural history and research. Our integrated, multi-disciplinary organization allows us to provide comprehensive services at all stages of a project’s evolution. Our clients trust in the importance we place on details; our intimate understanding of how people will use and experience their environment; the incremental layering of new and historic elements; and our ability to synthesize design with execution.

BBB is committed to a lasting regeneration of our built environment through responsive, informed and public-minded architecture and planning that respects the spirit and context of the original, yet incorporates the material, operational and perceptual realities of the 2lst century. Our planning projects provide design vision and direction with a well-rooted sense of identity.

Planning and design for educational institutions have been central to BBB’s practice throughout our history. Educational institutions are complex, multi-layered communities that resonate with BBB’s culture, philosophy, and foundation. Campus planning allows BBB to collaborate with and help guide educational institutions early on, from strategy and big-picture thinking through to implementation. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment.  
  
Clients select BBB for our ability to listen and formulate consensus among the varied constituencies of the campus community. Our process for evaluating information and options, and arriving at a sound, cost-effective decision, comes from a spirit of collaboration among members of the team and the client.

**<Confidential Atlanta RFQ | N/A | Intro Planning | 2021-08-13 | atlanta, rfq>**

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture.

We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has been continually refreshed and updated by new generations of leaders who have built on the firm’s founding core values to address the pressing challenges facing cities and communities today. As a result, the majority of our work is with mission-driven organizations seeking to enhance communities through sustainable and equitable development. We work with city agencies, nonprofits, corporations, universities, affordable housing developers, and more, and understand that the best outcomes emerge from the collaboration of communities and stakeholders with diverse perspectives. Our process is built on leveraging community engagement to inform and build consensus for campus and city planning.

The Microsoft Atlanta campus planning effort will be overseen by a similar multi-disciplinary collaboration within our firm. The project will be led by Neil Kittredge, director of BBB’s Planning and Urban Design studio, as Partner-in-Charge. Richard Metsky, a leader of our residential, commercial, and mixed-use development practice, with recent large-scale mixed-use experience in Atlanta, will serve as Consulting Partner. We believe an integrated planning and design team with multiple skills and expertise is required for a project of this scale and scope. As such, we also believe in collaboration with partner firms, and propose to work with Microsoft to form a consulting team of experts to support the needs of the project.

**< Confidential Atlanta RFQ | N/A | Our Planning and Urban Design Practice | 2021-08-13 | N/A>**

BBB is at the forefront of urban design that improves quality of life in neighborhoods located just outside the city center in cities including New York, Washington DC, Denver, Orlando, and Greenville, SC. We have experienced, both professionally and personally, the wide spectrum of outcomes that new developments can have on such neighborhoods.

The Bellwood Quarry area is home to a historically African-American community that has experienced decades of disinvestment and displacement, but is also benefiting from new investments and community-led revitalization. Regional investments like the Atlanta Beltline and forthcoming Westside Park present opportunities and also challenges for Atlanta’s West Side residents. Microsoft has proposed an approach that places the community’s needs at the forefront, laying the groundwork for an inclusive planning process that will support and enhance the existing community while offering new opportunities for housing and community impact.

Our team deeply respects Microsoft’s commitment to the area’s residents, businesses, and institutions. As Corporate Vice President of Global Real Estate & Security Michael Ford stated earlier this year, many companies build new offices without regard for local neighborhoods, but Microsoft “is going to reverse that; we’re going to focus on community first.”

At BBB, we pride ourselves on our ability to produce plans for future neighborhoods, campuses, and developments that are visionary, socially responsible, and deeply rooted to the mission, needs, and priorities of our clients. Organizations select BBB for our ability to listen, evaluate information and opportunity, facilitate consensus, and arrive at realistic options. We are open to a variety of perspectives, and we seek to procure and nurture a diversity of thought in our project teams. In the execution of our professional services, we encourage the involvement of Minority-owned Businesses (MBEs), Women-owned Businesses (WBEs), and other firms certified as diverse by third parties.

Through a robust process of engagement with both internal and external stakeholders, we develop each plan based on an understanding of the culture and character of the place, integrating social, economic, ecological, and infrastructural systems in a comprehensive view. Our resulting planning frameworks are based on an armature of both natural and built infrastructure, including existing transit networks, and emphasize the catalytic effect of public spaces to leverage economic development while supporting diversity and housing affordability.

While we apply our values and best practices on every project, we do not believe there is a formula for campus planning, and we build a customized approach for each project. Community needs and aspirations are highly dependent on place, and the nature of the engagement process needed is also dependent on the specific client and community involved. We are prepared to actively listen, from the start, and to ensure that Microsoft, its customers, the neighborhoods of Grove Park and Bankhead, and the larger Atlanta metropolitan region all benefit from this integrated planning process.

**< Confidential Atlanta RFQ | N/A | Firm Structure, Locations, and Size | 2021-08-13 | N/A>**

BBB is a Limited Liability Partnership, led by 13 Partners and a Chief Operating Officer. BBB has offices in New York, Washington DC, and Boston. The firm employs 170 staff members, 140 based in New York, 25 in Washington, DC, and five in Boston.

BBB staff are assigned to the projects best suited to their professional training, talents, and experience. Each project is led by a Partner-in-Charge and assigned a dedicated team of professionals.

The Directors of the firm’s corporate functions, such as Business Development, Human Resources, and Information Technology, are based in New York.

**< Confidential Atlanta RFQ | N/A | Lead Office For This Project | 2021-08-13 | N/A>**

This project will be led from BBB’s New York office, where 140 of BBB's staff members are based. The New York office is organized into design studios focused on urban planning and design, commercial and mixed-use architecture, higher education and institutional architecture, interior design, and historic preservation. We collaborate across these studios when it serves our clients’ interests, and our full technical, planning, design, and management resources are available to project teams throughout the life of every project.

**< Confidential Atlanta RFQ | N/A | Services By Revenue Proportion | 2021-08-13 | N/A>**

At BBB, Planning & Urban Design services typically provide 10% of the firm’s revenue, Feasibility & Programming services typically provide 8% of the firm’s revenue, and Architectural services are responsible for the remaining 82%.

**<Montgomery Co. Planning & UD On-Call | N/A | Planning Approach | 2022-12-16 | ud, civic, feasibility, programming, planning, urban design, public, community, historic preservation>**

Urban Design Studies, Analysis, and Recommendations Approach

Urban design is at the heart of BBB’s practice and the principal service provided by this contract. Our integrative approach to urban design combines the study of building form, function, resilience, and character with the planning and design of the public realm, infrastructure, natural systems, and economic context. This approach seeks to generate redevelopment and development that is socially equitable, enhances its context, and improves the urban fabric for all. Our deep experience on both the public and private “sides of the table” gives us the knowledge, perspective, and insights to effectively deliver implementable and inspired plans.

BBB has prepared development plans and supporting studies for many municipalities over the past 50 years. These plans have entailed integrating and coordinating a wide array of disciplines in planning, urban design, adaptive reuse, architecture, zoning, and policy—as well as knowledge of all facets of the development process from economic and real estate implications to market factors and construction. In addition to large-scale planning, the firm has joined with community groups in preparing plans for city neighborhoods and individual projects.

We lean into our collaborative approach and multi-disciplinary in-house expertise to fully analyze an existing context, study and refine design approaches, work to create consensus around a preferred option, and provide detailed recommendations for implementation on each project.

**INTRO: PLANNING (ALTERNATE VERSION) [used in 2020, 8/11 TOD Study Laurens Corridor]**

<TOD Study Laurens Corridor | N/A | Intro Planning | 2020-08-11 | Intro, Planning >

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 160 professionals in New York City, Washington, DC, and Boston, MA—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship of historic buildings in sensitive urban sites—the work for which we have become best recognized. Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Interiors, Planning & Urban Design, and Residential.

Planning and Urban Design are central to BBB’s mission and form a significant part of our multi-disciplinary practice with a dedicated studio and team of experts working with cities, communities, and institutions on large-scale planning initiatives in the US and internationally.

We work with clients and communities to envision the future of neighborhoods and cities, and to imagine and plan new mixed-use and transit-oriented developments. Through a process of engagement with stakeholders and communities, we develop each plan based on an understanding of the culture and character of the place, integrating social, economic, ecological and infrastructural systems in a comprehensive view. Planning frameworks are based on an armature of urban and green infrastructure systems, and emphasize the catalytic effect of public spaces to leverage economic development while supporting diversity and housing affordability.

We have developed plans for cities, downtowns, neighborhoods, historic districts, institutional and government facilities, waterfronts, and mixed-use developments in New York, Washington DC, Denver, Chicago, and other cities. Our plans create long-term visions that are designed to enable short-term actions and flexible implementation over time.

**<Met 5th Floor Installer Studio | N/A | Intro Forward-Looking | 2019-09-16 | N/A>**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington DC. The 195-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

BBB’s work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given to a practicing firm, as well as three Presidential Design Awards and the Preservation League of New York’s most prestigious commendation, the   
Pillar Award.

Past projects in New York City include the restorations of the Met Breuer; the Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall; as well as the new Washington Monument New Visitor Facility and the infrastructure master plan for the U.S. Capitol in Washington, D.C. BBB recently completed the restoration and adaptive reuse of the TWA Hotel at JFK International Airport and is currently working on the Frick Collection and on New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Rockaway Hunting Club | N/A | Intro Forward-Looking | 2021-01-22 | final paragraph >**

BBB’s portfolio includes many historic properties of all scales, including historic houses, museums, and interpretive centers throughout the US and internationally. Notable projects include the revitalizations of the Met Breuer; Smithsonian National Design Museum; Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall, as well as the infrastructure master plan for the US Capitol in Washington, DC. BBB recently completed the restoration and adaptive reuse of the TWA Hotel at JFK International Airport and the Washington Monument New Visitor Facility, and we are currently working on the Frick Collection, the Hispanic Society Museum & Library, and the New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Sylvester Manor | 32.43 | Intro Forward-Looking | 2020-12-01 | final paragraph >**

BBB’s portfolio includes many historic properties of all scales, including historic houses, museums, and interpretive centers throughout the US and internationally. Notable projects include the revitalizations of the Met Breuer; Smithsonian National Design Museum; Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall, as well as the infrastructure master plan for the US Capitol in Washington, DC. BBB recently completed the restoration and adaptive reuse of the TWA Hotel at JFK International Airport and the Washington Monument New Visitor Facility, and we are currently working on the Frick Collection, the Hispanic Society Museum & Library, and the New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Dyckman Farmhouse | PNY31.95 | Intro Forward-Looking | 2020-06-26 | final paragraph >**

BBB’s portfolio includes many historic properties of all scales, including historic houses, museums, and interpretive centers throughout the US and internationally. Notable projects include the revitalizations of the Met Breuer; Smithsonian National Design Museum; Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall, as well as the infrastructure master plan for the US Capitol in Washington, DC. BBB recently completed the restoration and adaptive reuse of the TWA Hotel at JFK International Airport and the Washington Monument New Visitor Facility, and we are currently working on the Frick Collection, the Hispanic Society Museum & Library, and the New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Yale Club of NYC | PNY33.04 | Intro Forward-Looking | 2021-07-09 | final paragraph >**

BBB’s portfolio includes many historic properties of all scales, including historic houses, museums, and interpretive centers throughout the US and internationally. Notable projects include the revitalizations of the Met Breuer; Smithsonian National Design Museum; Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall, as well as the infrastructure master plan for the US Capitol in Washington, DC. BBB recently completed the restoration and adaptive reuse of the TWA Hotel at JFK International Airport and the Washington Monument New Visitor Facility, and we are currently working on the Frick Collection, the Hispanic Society Museum & Library, and the New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Nemours Sunken Gardens | N/A | Intro Forward-Looking | 2021-01-08 | final paragraph >**

BBB’s portfolio includes many historic properties of all scales, including historic houses, museums, and interpretive centers throughout the US and internationally. Notable projects include the revitalizations of the Main Fountain Garden at Longwood Gardens; The Met Breuer; Smithsonian National Design Museum; Rubin Museum of Art; Ellis Island National Museum of Immigration; Grand Central Terminal; Empire State Building; and New York City Hall, as well as the infrastructure master plan for the US Capitol in Washington, DC. BBB recently completed the restoration and adaptive reuse of the historic TWA Flight Center as a new TWA Hotel at JFK International Airport and the Washington Monument New Visitor Facility; we are currently working on the Frick Collection, the Hispanic Society Museum & Library, and New York Public Library’s Midtown Campus, including the renovation of the historic Stephen A. Schwarzman Building.

**<Harlem Valley Homestead | PNY32.70 | Intro Forward-Looking | 2021-03-01 | final paragraph >**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington, DC. The 170-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

We have extensive experience with projects involving significant campuses, sensitive landscapes, historic buildings, and design for visitors, hotels, and restaurants. Our projects include the adaptive reuse of the TWA Hotel at JFK Airport, the revitalization of the Main Fountain Garden at Longwood, and restorations of the Met Breuer, Ellis Island National Museum of Immigration, Grand Central Terminal, Empire State Building, and New York City Hall. We recently completed the Washington Monument New Visitor Facility and the infrastructure master plan for the US Capitol in Washington, DC. We are currently working on significant buildings and treasured landscapes at the Frick Collection in New York City and the Mt. Desert Island Land & Gardens Preserve in coastal Maine.

BBB’s work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given to a practicing firm, as well as three Presidential Design Awards and the Preservation League of New York’s most prestigious commendation, the

Pillar Award. The firm is a Limited Liability Partnership, and is run under the guidance and leadership of 13 Partners.

**INTRO: FORWARD-LOOKING Alternate Version [2020, 9/11 St. Patrick’s Cathedral Maintenance Audit PNY32.22] also used (without last paragraph) in [2020, 9/25 NYCDDC Technical Design Requirements Contract PNY32.19]**

**<St. Patrick's Cathedral Maintenance Audit | PNY32.22 | Intro Forward-Looking | 2020-09-11 | N/A>**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington DC. The 170-person firm (with 141 professionals in our New York office) is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. We provide comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design  throughout a project’s evolution. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

BBB believes that architecture can empower people and influence their interactions with each other and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Rather, it is generated from a deep understanding of the project’s context**.**

**<NYCDDC Technical Design Requirements Contract | PNY32.19 | Intro Forward-Looking | 2020-09-25 | N/A>**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington DC. The 170-person firm (with 141 professionals in our New York office) is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. We provide comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design  throughout a project’s evolution. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**<Rehab Perry's Victory (Jacobs) | PNY33.06 | Intro Forward-Looking | 2021-07-15 | short version >**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington, DC. The 165-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. Research, planning, restoration, and the design of new buildings are the fundamental underpinnings of BBB’s practice. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems and assemblies within historic buildings.

BBB’s work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given to a practicing firm, as well as three Presidential Design Awards and the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**<N/A | N/A | Intro Higher Ed | N/A | N/A>**

Beyer Blinder Belle (BBB) was founded in 1968 and has evolved into a broad and award-winning practice—now 170 professionals in New York City, Washington, DC, Boston, and Miami—grounded in the synthesis of four finely honed skills: master planning for campuses and cities, restoration of landmarks, adaptive reuse of older buildings, and the integration of contemporary architecture and interiors within historic settings. BBB’s comprehensive services include programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the stewardship of historic buildings in sensitive urban sites—the work for which we have become best recognized.

Planning and design for educational institutions is central to BBB’s practice. In a portfolio that spans 50 years, BBB has helped to preserve and give new life to many institutions, including MIT and other venerable universities and colleges, assisting them in overseeing their physical and cultural assets. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to optimize existing facilities, addressing programmatic requirements and the spaces that will best support them. Our integrated approach to architectural interiors further reinforces and communicates design intent, from historically appropriate restorations to cutting edge interventions, aligned with an institution’s goals.

BBB’s work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given to a practicing firm, as well as three Presidential Design Awards and the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**Alternative second paragraph to above: used in [2020, 9/16 DCAMM House Doctor ONY32.20]**

We are a recognized leader in bringing new life into historic buildings and campuses with creative, sustainable, and forward-looking renovations and additions; we are excellent listeners who adeptly translate the many and sometimes disparate priorities, needs, and concerns of stakeholders into successful projects; and we have the capacity, combined with the management and technical acumen, to bring complex, phased projects to fruition on time and on budget. Other firms may specialize in some of these areas; we excel at all of them.

**<Tarrytown Municipal Housing Authority | PNY32.71 | Intro Housing | 2021-03-15 | N/A>**

Social housing projects in and around New York City launched the firm’s renovation portfolio in these early years. By seeking to re-use and revitalize buildings rather than demolish them, BBB was at the forefront of the sustainability movement. In the 1970s, the firm’s work on historic buildings in sensitive urban sites was diversified with larger scale planning projects in the tri-state area and beyond. At the end of its first decade, BBB had established itself as a mission-driven architecture and planning firm. In recent decades, we have developed a robust multi-family housing portfolio for developers, with many projects having an affordable component.

**<N/A | N/A | Intro PR | N/A | press release, materials boilerplate>**

Founded in 1968, Beyer Blinder Belle Architects & Planners is an award-winning architecture, planning, and interiors practice of 195 professionals in New York City and Washington, DC, with a longstanding commitment to design excellence, social integrity, and sustainable practices. The firm’s multi-faceted portfolio encompasses preservation, urban design, and new construction projects that span a wide spectrum of building typologies and sectors, including cultural, civic, educational, residential, and commercial.

For more than five decades, the firm’s work has focused on the design and revitalization of nationally-celebrated buildings and sites, including [Grand Central Terminal, Ellis Island Museum of Immigration, TWA Flight Center at JFK International Airport, New York City Hall, Thurgood Marshall US Courthouse, and Lincoln Center Promenade and Fountain]. \*Tailor projects according to use.

**<N/A | N/A | Intro | 2022-09-29 | PR, one sentence>**

An award winning architecture and planning firm with offices in New York City, Washington, DC, and Boston, MA, Beyer Blinder Belle is committed to the design and rejuvenation of communities through a vibrant mixture of uses.

**<St. Charles Borromeo | PNY32.95 | Intro | 2021-06-11 | special considerations, historic preservation, master planning>**

BBB is a multi-discipline architecture firm rooted in the two key components of this project: master planning and historic preservation. We bring to this project over 50 years of experience in technical historic preservation, adaptive re-use, regulatory approvals, and master planning. Our experience developing comprehensive master plans for growth on historic campuses will allow us to support the Master Planner, anticipate inputs needed related to historic preservation, and schedule our work to meet the project goals.

BBB is unique in having in-house architectural historians and conservators that work alongside our preservation architects providing in-depth historic research and technical analysis that underpins our understanding of adaptive re-use projects. Having an in-house architectural historian and conservator will allow us to efficiently complete detailed Historic Materials & Selective Salvage Assessment and Historic Materials Field Survey & Documentation reports. Our architectural historian, Katie Hummelt, has extensive experience conducting complex viewshed analyses to determine the effect of new construction on historic viewsheds.

Depending on the scope, scale, location, and viewsheds, new construction and major adaptive projects are often subject to regulatory design review. BBB’s execution of highly visible historic projects has positioned us as a renowned expert in obtaining approvals from local and national reviewing bodies. Determining early what changes to the campus will be approved by the Lower Merion Township Historical Architectural Review Board is key to the success of the St. Charles Borromeo Master Plan. BBB, and the specific team members proposed for this project, have extensive experience facilitating informal meetings with reviewing agencies across jurisdictions to provide input in early design phases before a project is ready for a formal board review. Our understanding of the Secretary of the Interiors Standards for Rehabilitation that will guide the Review Board’s decision, coupled with our successful experiences in neighboring jurisdictions, will allow us to foster a productive and familial dialogue with Board and staff. This initial informal consultation will allow the team to understand the primary concerns of the Board and as the master plan progresses, we can discuss, without visuals, options considered in the Master Plan to garner feedback to progress the design without risk of developing a Master Plan that would not be approved. We understand the need to keep design information confidential and our approach to any informal consultation would include review with the owner, Hines, and Master Planner to discuss strategy and content prior to any meetings with reviewing agencies.

The BBB staff proposed for this project have specific experience cultivating these informal dialogues in multiple jurisdictions. For example, Jennie Gwin, the proposed Project Manager for the project, led the informal and formal project reviews with the Philadelphia Historic Commission, Pennsylvania State Historic Preservation Office, Philadelphia Art Commission, and Neighborhood Community Organization for the Philadelphia Family Court (1801 Vine Street) adaptive re-use project and is currently serving in that role for the revitalization of the Philadelphia 30th Street Station. Jennie has successfully completed similar informal consultations that led to project approvals in Copenhagen, Denmark and Washington, DC. Jennie’s approach to design approvals is partially informed by her own work as a Commissioner on the Arlington County Historical Affairs and Landmark Review Board.

The adaptive re-use portions of the project appear very well suited for the Federal Historic Rehabilitation Tax Credit, a program jointly administered by the IRS and the National Park Service that provides a 20% income tax credit on qualified rehabilitation projects. BBB has extensive experience ushering adaptive reuse projects through the historic tax credit process, and we believe it would be a benefit to explore this as a potential financial tool for the project. Should the Owner and Development Advisor choose to pursue historic tax credits, BBB has the in-house team needed to document and usher the project though the tax credit approval process. Part of this documentation would be authoring the National Register of Historic Places nomination. BBB has authored National Register nominations for a range of historic properties, and we are able to work with owners to ensure the nomination reflects their interests in future use of the site.

BBB is unique among our peers in our in-house capabilities for reality capture to document existing conditions. Depending on the scope of the project, we have two in-house options to collect accurate 3D data that can be easily shared with clients and other members of the design team. When a detailed BIM model is required, we employ our own team to laser scan the exterior and interior of existing buildings to produce a point cloud that we will use to create an existing conditions Revit model. We find that making the model ourselves is more efficient and provides our team an invaluable, in-depth understanding of the building. When a REVIT model is not needed, we employ a 3D camera that can quickly produce an accurate color 3D model of the site that can be dimensioned.

**<Hudson Valley CC Wayfinding & Signage | PNY31.96 | Intro Stewardship of the Built Environment | 2020-06-01 | N/A>**

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, campuses, and buildings was compromised by the prevailing attitudes about planning and design. We pioneered an approach that focused on architecture and design as a means of empowering people—to connect to their physical surroundings and to interact with one another in streets, neighborhoods, and campuses.

This mission still guides our work, and has shaped a varied and award-winning practice—now comprising 190 professionals in New York City, Washington, DC, and Boston, MA. BBB provides a broad and growing range of services, including campus and urban planning, programming, architecture, historic preservation and adaptive reuse, interiors, branding, experiential graphic design and wayfinding. Much of our work involves the stewardship of historic places and sensitivity to context.

We are a diverse firm of:

Architects

Planners

Graphic Designers

Interior Designers

Visualization Specialists

Sustainability Advocates

Historic Preservationists

and Innovators

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

**<Met Musical Instruments Collection | ONY32.66 | Firm Intro | 2021-03-10 | N/A>**

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**<Skidmore College Master Plan | PNY32.49 | Intro BBB Leadership | 2020-12-17 | N/A>**

BBB prides itself on the hands-on engagement of our 12 partners, whose shared mission honors the dynamic interaction of past and present within the urban built environment and promotes creative contemporary design. Our partners, pictured on this spread, and many of them speaking in their own voices in the video link below, have fostered a culture of and commitment to creative and technical excellence.

BBB is committed to achieving equity, enhancing diversity, and recruiting from a wide range of personal and professional backgrounds. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry.

Beyer Blinder Belle's NYC office consists of three studios, with a range of building typologies that include commercial, institutional/cultural, preservation, and interiors.

Planning and design for educational institutions have been central to BBB’s practice throughout our history. Campus planning allows BBB to collaborate with and help guide educational institutions early on, from strategy and big-picture thinking through to implementation. Our campus planning is led by Neil Kittredge, Elizabeth Leber, and Frederick Bland, highlighted at right.

**<Dartmouth Energy Institute | N/A | Academic Experience | 2016-08-05 | N/A>**Academic institutions are complex, multi-layered communities that resonate with BBB’s culture, philosophy. Planning and design for educational and research institutions are central to our practice. We have designed the renovation and adaptive reuse of existing buildings, as well as the addition of new buildings for Columbia University, Indiana University, Denison University, and Massachusetts Institute of Technology, with ongoing work at Harvard University. [*Optional Master Planning Sentence\_Campus Center-Lehrer*: We have also provided building master planning for historic campuses such as Amherst College, Dartmouth College, Princeton University, and Phillips Academy at Andover, among many others.] *[Optional Additional Sentence\_Yale Schwarzman:* Our experience with space planning and usage studies across multiple buildings makes us agile building planners, with an ability to focus on both the small scale and the large.]

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate campus life with inviting, stimulating, and engaging facilities—including student centers, dining halls, performance spaces, student housing, innovative instructional facilities, athletic and recreation centers, and significant common spaces. We have found through our academic experience that the most successful buildings are reflective of the spirit and vitality of their students and faculty and are unique to their site and context.

<Penn Quad | N/A | Academic Experience | 2018-07-20 | N/A >  
The demands on academic facilities have never been greater. In response to evolving pedagogical models and technology, an increasing emphasis on interdisciplinary study and research, and the transformation of many campuses into living-learning environments, more intensive, flexible, and creative approaches to academic design are required. And these objectives must be achieved within increasingly tight budget and schedule parameters.

BBB’s success in meeting these challenges is built on a philosophy of engagement, analysis, and creativity. Our track record of outstanding academic design is supported by our successful practices in campus planning, facilities assessment, and feasibility studies. By applying these evaluative skills in the early phases of a project, we ensure that the design vision is grounded in the realities of existing conditions, site context, and cost parameters. We bring broad expertise to the table in every academic design effort, with a unique mix of staff talent tailored to the specific needs of each client. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for academic facilities achieve an elegant simplicity that clarifies and synthesizes disparate space needs and building functions. Our designers share a desire for collaboration, an appreciation for lifelong learning, and a passion for developing both the big picture and the smallest detail.

Planning and design for education institutions are central to our practice—we have designed the renovation and restoration of existing buildings, as well as the addition of new buildings for numerous universities including Harvard University, Columbia University, Massachusetts Institute of Technology, Lehigh University, Indiana University, Denison University, and Stony Brook University. We have also provided comprehensive campus planning, facilities planning, and architectural feasibility studies for Dartmouth College, Princeton University, and Amherst College, among others.

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities—including student housing, student centers, dining halls, innovative instructional facilities, athletic and recreation centers, and significant common spaces. We have found through our academic experience that the most successful buildings are reflective of the spirit and vitality of their students and faculty, and are also unique to their site and context.

**<SUNY SB Javits | N/A | Design for Academic Institutions | 2019-03-01 | N/A>**

BBB’s success in meeting today’s demands on academic facilities is built on a philosophy of engagement, analysis, and creativity. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for academic facilities achieve an elegant simplicity that clarifies and synthesizes often-disparate space needs and building functions. Our architects and designers share a desire for collaboration, an appreciation for lifelong learning, and a passion for developing both the big picture and the smallest detail.

**<Georgetown Healy Hall | N/A | Design for Higher Education | 2022-10-07 | education, higher ed, student center>**

Educational institutions such as Georgetown University are complex communities that resonate with BBB’s inquisitive and collaborative culture. The demands on academic facilities have never been greater. In response to evolving pedagogies and living-learning approaches to student life, flexibility and creativity are required. These objectives must be achieved within increasingly tight budgets and scheduling parameters. BBB is excited by these challenges. Our track record of outstanding academic design is supported by our successful practices in campus planning, facilities assessment, and feasibility studies. Over the past 15 years, our work in higher education has included:

* Adaptive re-use projects including Lehigh University and University of Chicago; and, a comprehensive renovation and rooftop addition at Massachusetts Institute of Technology’s Morris and Sophie Chang academic building.
* Revitalization of multiple Harvard Undergraduate Houses, University of Pennsylvania Quadrangle Undergraduate residence hall, and Union Theological Seminary graduate halls;
* Multiple programming and feasibility studies, including work at Harvard Business School, American University in Cairo, and Trinity Washington University
* Numerous campus plans, including Princeton University (Comprehensive Campus Plan and Arts & Transit Neighborhood Plan), Dartmouth (Strategic Campus Framework and Tuck School of Business Campus Master Plan), and the University of Maryland Eastern Shore (Master Plan and Sustainability Update)

Unlocking hidden potentials, infusing new life into historic structures, and designing context-sensitive additions and new buildings are at the heart of what we do.

**<Bowdoin College CP | ONY35.76 | Respect for the Past, A Vision for the Future| 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

**Respect for the Past, A Vision for the Future**

Planning within a treasured, historic campus such as Bowdoin’s entails a layered responsibility: to grow from the institution’s strong roots and care for the architecture of the past, while forging ahead with a clear vision built on the realities of today and the aspirations for a “thriving and bright third century.” Our team aims to build on Bowdoin’s admirable ongoing responsible stewardship of its over 130 existing buildings and hundreds of acres of landscape through a rigorous program of renewal and careful redevelopment. Our approach will reflect Bowdoin’s commitment to the “common good—the belief that the development of our minds and imaginations should benefit society” and support the five domains of its mission— intellectual and academic, social and residential, athletic, esthetic and environmental, and ethical.

This ethos and approach extend to our ability to build on prior planning efforts in ways that respect and leverage the prior effort while infusing fresh thinking to meet new needs and opportunities.

**Flexible Framework Plans**

**<Bowdoin College CP | ONY35.76 | Flexible Framework Plans| 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

BBB excels at crafting highly effective, implementable campus planning frameworks. A framework, as opposed to a master plan, is a living document that allows for inevitable changes in needs, funding, and priorities over time. We pride ourselves on our ability to produce frameworks that are visionary and responsive to the institution’s mission, as well as priorities of the client and stakeholder groups. Our visionary frameworks outline short- and long-term options within a broader established vision that integrates all campus systems. This approach also enables us to fast-track priority projects when needed into more detailed design and planning. Some of the examples of where we have successfully created flexible and implementable framework plans are Phillips Academy Andover, Phillips Exeter Academy, Masters School, Dartmouth, Amherst College, Bates College, and Colby College.

**<Bowdoin College CP | ONY35.76 | Adaptive Reuse and Historic Preservation | 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

Central to our ethos is a dedication to redeploying existing resources before expending new ones. We are leaders in assisting universities and colleges to rethink historically significant buildings for new generations, through historic preservation, adaptive reuse, and the sensitive integration of contemporary additions and infill development.

For institutions, preservation and adaptive reuse are often more cost-effective than new construction and accomplish more with limited capital budgets. Reusing existing structures also preserves the embodied carbon that went into their construction while sidestepping emissions from building anew; paired with high-performance infrastructure upgrades, a “carbon-forward” preservation strategy can help institutions reach their ambitious sustainability goals. Finally, existing buildings embody an institution’s unique culture, history, and mission, which can be brought forward for changing economies, technologies, and cultures.

**<Bowdoin College CP | ONY35.76 | Integrated Planning for a Carbon-Neutral 2042 | 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

Our integrated planning approach can help advance implementation of the sustainability and carbon neutrality goals within the recommendations of the Campus Plan. Our expansive view of campus-wide sustainability integrates all key contributing systems including the central energy plant, building-scale sustainability, ecology and stormwater, transportation systems, land-use and resource efficiency, and other systems. At Dartmouth, based on our recently completed Strategic Campus Framework, we helped the College and its engineering team identify and evaluate sites for the sensitive integration of large-scale infrastructure into the campus fabric while enabling the College to meet its renewable energy goals.

**<Bowdoin College CP | ONY35.76 | Welcoming and Inclusive Campus Landscapes | 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

We strive to make campuses and buildings not only accessible to all but also welcoming places that are inclusive and invite participation. While contemporary buildings are relatively easy to make accessible, historic and existing buildings that pre-date ADA standards with existing infrastructure present challenges. Mobility, accessibility, and walkability are essential in our approach to placemaking because in addition to making places of higher value, they ensure that the treasures of the past and collective community heritage are accessible to everyone. Our team works collaboratively with landscape architects, and related disciplines, to bring insight, technical expertise, and creativity to advancing inclusivity across the campus fabric.

**<Bowdoin College CP | ONY35.76 | Supporting Student Life** **| 2024-05-24 | approach, education, higher ed, universities, colleges, planning, urban design, rehabilitation, adaptive>**

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities— including student housing, student centers, dining halls, innovative instructional facilities, athletic and recreation centers, and common spaces. The most successful buildings are reflective of the spirit and vitality of their students, faculty, and staff are unique to their site and context, and promote openness and exchange. Successful design can actively encourage, enhance, and celebrate this interaction and conviviality. We strive to create spaces for interaction and gathering that harness the energy of pedestrian movement, channel its flow to mix people walking in different directions and create “sticky collisions”—natural resting places and alcoves where people want to slow down, stop, and talk.

**<The Hill School | ONY35.67 | Flexible Framework Plans | 2024-04-15 | education, k-12> Flexible Framework Plans**

BBB excels at crafting highly effective, implementable campus planning frameworks. A framework, as opposed to a master plan, is a living document that allows for inevitable changes in needs, funding, and priorities over time. We pride ourselves on our ability to produce frameworks that are visionary and responsive to the institution’s mission, as well as priorities of the client and stakeholder groups. Our visionary frameworks outline short- and long-term options within a broader established vision that integrates all campus systems. This approach also enables us to fast-track priority projects when needed into more detailed design and planning.

Some of the examples of where we have successfully created flexible and implementable framework plans are Phillips Academy Andover, Phillips Exeter Academy, Masters School, Dartmouth, Amherst College, Bates College, and Colby College.

**<The Hill School | ONY35.67 | Campus Planning Integrated with Architecture | 2024-04-15 | education, k-12>**

Design for educational institutions is central to BBB’s practice. Our success in meeting today’s demands on academic facilities is built on a philosophy of engagement, analysis, and creativity. We understand that pedagogy, teaching methods, and ways of learning are constantly evolving. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for educational institutions achieve an elegant simplicity that clarifies and synthesizes often-disparate space needs and building functions. This architectural expertise informs our planning at every stage and results in plans and concepts that are visionary as well as feasible. Our architects and planners share a desire for collaboration, an appreciation for lifelong learning, and a passion for developing both the big picture and the smallest detail.

**<The Hill School | ONY35.67 | Welcoming and Inclusive Campus Landscapes | 2024-04-15 | education, k-12>**

We strive to make campuses and buildings not only accessible to all but also welcoming places that are inclusive and invite participation. While contemporary buildings are relatively easy to make accessible, historic and existing buildings that pre-date ADA standards and topographic campuses with existing infrastructure present challenges. Mobility, accessibility, and walkability are essential in our approach to placemaking because in addition to making places of higher value, they ensure that the treasures of the past and collective community heritage are accessible to everyone. Our collaborative team of architects, landscape architects, and circulation planners will bring insight, technical expertise, and creativity to advancing inclusivity across the campus fabric.

**<The Hill School | ONY35.67 | Supporting Student Life** **| 2024-04-15 | education, k-12>**

**Supporting Student Life**

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities— including student housing, student centers, dining halls, innovative instructional facilities, athletic and recreation centers, and significant common spaces. The most successful buildings are reflective of the spirit and vitality of their students and faculty, are unique to their site and context, and promote openness and exchange. Successful design can actively encourage, enhance, and celebrate this interaction and conviviality. We strive to create spaces for interaction and gathering that harness the energy of pedestrian movement, channel its flow to mix people walking in different directions, and create “sticky collisions”—natural resting places and alcoves where people want to slow down, stop, and talk. A range of gathering spaces of different sizes with direct visual connections between them gives rise to chance interactions and spontaneous meetings.

**<The Hill School | ONY35.67 | Residence Hall Programming| 2024-04-15 | education, k-12>**

We view student housing not only as an on-campus home, but also as the place where some of students’ most impactful educational experiences occur. With our expertise in both student housing and student life common spaces, we will help The Hill School shape residential life supported by spaces for living, learning, and gathering that function as catalysts for community-building across the school. Faculty housing options and in-residence programs are equally important to the overall success of the school and will be an integral part of our planning. We believe that programming and siting at the planning stage is critical to the future success of the overall residential experience. One example of this is our recent work with Dartmouth to steer the location and site design of a new off-campus 400-bed complex, defining a new model of living, developed in partnership with a private developer—the first of its kind for the college.

**<The Hill School | ONY35.67 | Tools for Decision-Making** **| 2024-04-15 | education, k-12>**

The campus plan will be designed to serve as a guiding framework for the physical development and as a strategic tool for decision-making by the school leadership and administration. By aligning the physical environment with The Hill School’s mission, vision, and long-term goals, the campus plan will enable informed decision-making about resource allocation, infrastructure development, and campus enhancements. It provides a holistic view of the campus, identifying and prioritizing opportunities for improvement and change, usage optimization, and campus identity. In addition, by looking at both the short- and long-term, the campus plan enables planning for future needs, both known and unknown. BBB has developed a toolkit of user-friendly visuals that help facilitate communication and decision-making, including a decision-tree, options matrix, and interactive tools. Through stakeholder engagement, rigorous analysis, and vetting of scenarios and options, the campus plan will enable school leadership and administration to shape the future of the campus strategically.

< **Barnard College**: PEA Wetherell Complex Renovation | PNY32.47 | Design for Higher Education | 2020-12-16 | N/A>

Educational institutions such as Barnard [Phillips Exeter Academy] are complex communities that resonate with BBB’s inquisitive and collaborative culture. The demands on academic facilities have never been greater. In response to evolving pedagogies and living-learning approaches to student life, flexibility and creativity are required. And these objectives must be achieved within increasingly tight budget and scheduling parameters.

**<ECFS | N/A | Academic Experience and Master Planning | 2014-01-28 | secondary education>**

Working with educational institutions is central to BBB’s practice. Our approach to architecture and master planning is integrated and holistic. We have designed the renovation and restoration of existing buildings, as well as the addition of new buildings for Xavier High School, Riverdale Country School, St. Peter’s Preparatory School, and Old Boys High School. In addition to secondary schools, we also have extensive experience with higher education institutions such as Columbia University, Indiana University, Denison University, Manhattan School of Music, Stony Brook University and New York University. We have prepared comprehensive campus-wide plans for Columbia University, Princeton University, Harvard Business School, two campuses of Indiana University, the three campuses of the University at Buffalo, and a new Aga Khan University in East Africa. We have provided building master planning for historical complexes such as General Theological Seminary, and New York University, among many others. It is a testament to our dedication to our clients that many of these client relationships have continued for 10 years and more. We believe that developing mutual trust, communication, and an understanding of our clients’ missions are critical to successful projects.

**<ECFS | N/A | Academic Planning and Programming | 2014-01-28 | secondary education>**

We bring unique expertise to assessing buildings and their campus contexts in order to equally address programmatic requirements and the spaces that will best support them. As architects, BBB’s approach to building on a campus starts with an understanding of the planning fundamentals that support the project; as planners our approach incorporates an understanding of the architectural sensibility of a campus. It is this combined approach that also informs the recommendations we make for strategic construction, renovation, and demolition that shape a university’s built environment.

**<ECFS | N/A | Academic Athletics** **| 2014-01-28 | secondary education>**

Planning and design for educational institutions are central to BBB’s practice. Educational institutions are complex, multi-layered communities that resonate with BBB’s culture, philosophy, and foundation. In addition to our work at St. Peter’s Preparatory School, we have designed the renovation and restoration of existing buildings, as well as the addition of new buildings for Riverdale Country School, The School at Columbia University, Xavier High School, Darien Elementary School, and Old Boys High School. We also have extensive experience with higher education institutions such as Columbia University, Indiana University, Denison University, Stony Brook University and New York University. We believe that developing mutual trust, communication, and an understanding of our clients’ missions is critical. It is a testament to our dedication to our clients that many of these relationships have continued for over 10 years.

We have found that the most successful buildings are reflective of the spirit and vitality of their students and faculty, and are unique to their site, context, and users. We have had the opportunity to reinvigorate student life with inviting, stimulating, and engaging facilities—including student housing, student centers, dining halls, innovative instructional facilities, common spaces and state-of-the-art athletic and recreation centers. BBB has worked on many specific components of athletic centers—including varsity gyms, training gyms, weight rooms, pools, dance studios, play roofs, team rooms and locker rooms. Athletic facilities can serve as hubs for interaction on campus, making them a very important part of the student experience

**<Masters School | N/A | Academic Work | 2018-02-22 | N/A>**

The demands on academic facilities have never been greater. In response to evolving pedagogical models and technology, an increasing emphasis on interdisciplinary study and research, and the transformation of many campuses into living-learning environments, more intensive, flexible, and creative approaches to academic design are required. And these objectives must be achieved within increasingly tight budget and schedule parameters. [The next paragraph was created for **Barnard 2021, 4/6**, in combination with this first paragraph (3rd para in black was not included). The header was “Design for Higher Education”]

BBB is excited by these challenges. Unlocking hidden potentials, infusing new life into historic buildings, and designing context-sensitive additions and new buildings is at the heart of what we do. BBB prides itself on the hands-on engagement of our 12 partners, whose commitment to creative and technical excellence imbues our whole practice, providing leadership and mentorship to staff in our three offices. These standards, and our shared values of collaboration and communication, are fostered in our studios, and translate to our client relationships. [This paragraph included in 2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]

BBB’s success in meeting these challenges is built on a philosophy of engagement, analysis, and creativity. Our track record of outstanding academic design is supported by our successful practices in campus planning, facilities assessment, and feasibility studies. By applying these evaluative skills in the early phases of a project, we ensure that the design vision is grounded in the realities of existing conditions, site context, and cost parameters. We bring broad expertise to the table in every academic design effort, with a unique mix of staff talent tailored to the specific needs of each client. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for academic facilities achieve an elegant simplicity that clarifies and synthesizes disparate space needs and building functions. Our designers share a desire for collaboration, an appreciation for lifelong learning, and a passion for developing both the big picture and the smallest detail.

**<Haverford College Campus Plan | N/A | N/A | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

<Haverford College Campus Plan | N/A | Respect for the Past, A Vision for the Future | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>

Planning within a treasured, historic campus such as Haverford’s entails a layered responsibility: to grow from the institution’s strong roots and care for the architecture of the past, while forging ahead with a clear vision built on the realities of today and the aspirations for a “thriving and bright third century.” Our team aims to build on Haverford’s admirable ongoing responsible stewardship of its over 50 existing buildings and hundreds of acres of landscape through a rigorous program of renewal and careful redevelopment. Our approach will reflect the College’s ethos of being “simultaneously pragmatic and aspirational” in support of a culture of excellence and integrity, academic programming growth, residential program goals, sustainability commitments, national competitiveness, and fiscal responsibility.

**<Haverford College Campus Plan | N/A | Hands-on, Inclusive Engagement | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

Inclusive, meaningful, and participatory community engagement, inspired by the College’s practice of engaging students as “colleagues in stewardship,” will be central to BBB’s planning process. Through a process designed distinctly for Haverford, we will engage with the CCPSC, students, administration, faculty, and other stakeholders through creative activities maximizing inclusivity and productive dialogue. Using both in-person and virtual tools to expand access and equity, our engagement will enable people from diverse perspectives to share their experiences, thereby shaping the plan around the needs of all yet with a foundation in common goals. The process for Haverford will benefit from best practices we have honed, as well as digital tools and software platforms we have developed through our experiences at other institutions, such as Dartmouth, Phillips Academy Exeter, and the College of Charleston, as well as our work with communities typically left out of planning processes.

<Haverford College Campus Plan | N/A | Actionable Plans, Built on Previous Investments | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>

As collaborative designers, we know that implementable campus plans leverage the momentum of prior planning and build on capital investments. Our planning will carry forward the 2009 Campus Master Plan by advancing its enduring elements while bringing fresh vision and clear-eyed insight to the challenges, needs, and opportunities of today and tomorrow. Equally central will be maximizing the team’s efficiency by building upon the many technical studies completed to-date. Our insight into current trends and endemic challenges across higher education enables us to develop a campus plan that will not stay on the shelf but rather bring about the successful implementation of future projects. One example of this is the realization of the 300-bed Greenway Residence Hall complex at Amherst College, which resulted from our campus plan that shaped ongoing projects and redefined a whole new area of campus.

**<Haverford College Campus Plan | N/A | Assessments Informed by Data, Interpreted Through Experience | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

Assessments are the foundation of our work and enable us to establish a clear and informed understanding of the existing building stock and space needs. As such, we have developed a unique methodology for informing campus-wide plans with both quantitative as well as qualitative analysis of building conditions and program space needs and can interpret the outcomes of the ongoing Facilities Conditions Assessment into our work. BBB has decades of experience working on hundreds of buildings of many eras, and our multi-disciplinary practice enables us to pull specialized expertise into our campus plans as needed. This vast experience with both historic and non-historic, residential, academic, and administrative buildings, as well as with programming, enables our team to effectively assess challenges and address them with nuanced solutions and implementation strategies.

**<Haverford College Campus Plan | N/A | Integrated Planning for a Carbon-Neutral 2033 | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

Our multi-disciplinary planning and engineering team is designed to bring the right skills to the table to advance implementation of the sustainability and carbon neutrality goals within the recommendations of the Comprehensive Campus Plan.

Our expansive view of campus-wide sustainability integrates all key contributing systems including the central energy plant, building-scale sustainability, ecology and stormwater, transportation systems, land-use and resource efficiency, and other systems. At Dartmouth, based on our recently completed Strategic Campus Framework, we helped the College and its engineering team identify and evaluate sites for the sensitive integration of multi-million gallon thermal storage tanks and solar arrays to meet their renewable energy goals.

**<Haverford College Campus Plan | N/A | Housing Strategies to Foster Community | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

We view student housing not only as an on-campus home, but also as the place where some of students’ most impactful educational experiences occur. With our expertise in both student housing and student life common spaces, we will help Haverford shape spaces for living, learning, and gathering that function as catalysts for community-building across the Haverford and local communities. We believe that siting and design at the planning stage is critical to the future success of the residential experience. One example of this is our recent work with Dartmouth to steer the location and site design of a new off-campus 400-bed complex, defining a new model of living, developed in partnership with a private developer—the first of its kind for the College.

**<Haverford College Campus Plan | N/A | Gateways to Philadelphia and Beyond | 2023-03-07 | approach, education, higher ed, universities, colleges, planning, public, community>**

Distinctly positioned as a national liberal arts college in a major metropolitan area, the Haverford campus can leverage multiple opportunities for students to engage with the world beyond the campus. Through programming and siting, the Comprehensive Campus Plan will explore, identify, and reinforce opportunities to develop a “two-way-street experience” for students, faculty, and staff to engage with partners throughout Haverford, Philadelphia, and the world. We believe these experiences are an important part of “better learning for broader impact.” Our siting of a new 200-bed student residence hall for Colby College, 1.5 miles away from campus in Downtown Waterville, Maine, was a win-win, providing students with downtown living and exposure to broader society, as well as bringing much-need vibrant energy and population towards Waterville’s revitalization.

**<MIT Building 54 | N/A | Work For Higher Education | 2018-07-30 | N/A>**

Planning and design for educational institutions has been central to BBB’s practice throughout our history. BBB has completed projects for many higher education clients including MIT, Harvard University, Amherst College, Columbia University, Princeton University, and University of Chicago, to name a few. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them. Our track record of outstanding academic design is supported by our successful practices in campus planning, facilities assessment, and feasibility studies. By applying these evaluative skills in the conditions, site context, and cost parameters. We bring broad expertise to the table in every academic design effort, with a unique mix of staff talent tailored to the specific needs of each client. As well, we place great value on clear graphic and verbal communications. We are adept at creating the right tools to explain findings and design options with the project team and stakeholders.

**<Harvard Eliot House Renovation | OBO00.05 | Intro Work in Boston | 2023-10-20 | education, higher ed, dorms, res halls, historic preservation, restoration>**

For the past decade, BBB has serviced our Boston-area clients with teams composed of both local and New York staff. In 2015, we permanently located staff in Boston to provide the intensity of construction administration services that our work for Harvard’s Undergraduate Renewal demands. The Boston office has since expanded to encompass varying discipline expertise to provide services for all project phases. This investment affords the opportunity to continue the expansion of our local presence, and positions BBB to better serve our institutional clients across New England, including Harvard University, Harvard Business School, Massachusetts Institute of Technology, Tufts University, Dartmouth College, and Colby College.

**<Brown University RFQ | N/A | Higher Education Planning | 2018-03-02 | N/A>**

Planning and design for educational institutions is been central to BBB’s practice. Educational institutions are complex, multi-layered communities that resonate with BBB’s philosophy. The demands on academic facilities have never been greater; modern institutions require more intensive, flexible, and creative approaches to academic projects. Planning allows BBB to collaborate with and help guide educational institutions early on, from strategy and big-picture thinking to implementation.

BBB has developed framework plans, and comprehensive master plans for numerous residential and historic campuses including Princeton University, Amherst College, Columbia University, and Dartmouth. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them. On historic campuses, the preservation and transformation of treasured buildings and open spaces to accommodate contemporary needs is both a practical and sustainable approach.

We pride ourselves on our ability to produce plans that are visionary and also responsive to our understanding of the mission, needs, and priorities of the client and stakeholder groups who guide our efforts. Our plans are not visions that stay on the shelf — they are flexible and responsive to changing program needs, site conditions, and funding over time; they have had a direct impact on the implementation of projects at each of the campuses where we have worked.

**<NYCDDC Roy Wilkins Recreation Center | ONY35.25 | Design-Build Experience | 2023-12-06 | N/A>**

Triton-Elite/BBB has gained alternative delivery expertise both collectively and within team members’ respective disciplines. Triton is highly regarded in the construction industry for its pre-construction prowess and is particularly prized by clients and designers for its role in Design-Assist, which is virtually identical to Design-Build (DB), only without the contractual language that formalizes the DB relationship. As in DB, Design-Assist is valuable in designing and building to a client’s project parameters, particularly in complex exterior facade or curtain wall design, as at The Hendrick, where the client and Triton/BBB traveled to Denmark during pre-construction in order to source the most historically appropriate brick. In another excellent example, when developer Tishman Speyer sought to create an exceptional building within a strict budget, Design-Assist resulted in, among other features, the distinctively rippled parabolic-curve facade of the 52-story building at 11 Hoyt Street.

BBB is experienced in virtually every approach to project delivery: traditional Design-Bid-Build, Design-Build, Design-Assist, and working with construction managers (CMs), CMs-At-Risk, fast-tracking, and multiple prime contracts. Our Design-Build expertise dates back to the 1980s and the Henri Bendel flagship on Fifth Avenue, and more recently encompasses projects ranging in scale from employee facilities at Grand Central Terminal, to the Prince George Ballroom in New York, to St. Paul Union Depot in Minnesota, to commercial and residential towers in Northern Virginia. From these, we have developed a specialty in alternative delivery methods and gained insight into critical coordination and construction issues. We are particularly expert at using Design-Assist to fast-track the coordination, approvals, and testing of exterior envelope assemblies, to mitigate long lead times and enclose0 buildings more quickly and expedite interior fit-outs.

**<Swarthmore College MP | ONY35.80 | Strategic Campus Planning Built on Collaborative Visioning and Inclusive Engagement | 2024-06-03 | education, higher ed, universities, colleges, planning, urban design, libraries>**

Our campus planning begins with engagement, builds a framework for visioning, and results in inclusive, consensus-built plans that lay the groundwork for successful implementation. Understanding each institution has its own network of stakeholders with a voice in the process, we work closely with leadership to determine whom to engage—and when and how—and then work to develop plans that are actionable and provide a guide for decision-making based on rigorous analysis, evaluation of alternatives, and careful prioritizing.

**<Swarthmore College MP | ONY35.80 | Transformative, Sustainable Reuse of Historic Buildings | 2024-06-03 | education, higher ed, universities, colleges, planning, urban design, libraries>**

BBB is perhaps best known for our longstanding commitment to adaptive reuse and historic preservation—a proven strategy for minimizing carbon footprint. We approach preservation as both a mode of critical inquiry and a vital endeavor in order to facilitate thoughtful change in the built environment in support of strategic goals. Our teams routinely work with buildings that require imagination and exploration of underutilized space, systems overhaul for sustainable technologies, and creative possibilities for new spaces.

**<Swarthmore College MP | ONY35.80 | Library Programming and Planning to Achieve Strategic Goals | 2024-06-03 | education, higher ed, universities, colleges, planning, urban design, libraries>**

Successful libraries provide the space and resources for creativity, innovation, and community to flourish. Libraries are tasked with the rigorous challenge of continually accommodating—and proactively advocating for—new modes of learning, teaching, and connecting. Similarly, in our work we excel at reintegrating and reinvigorating existing buildings within their continually evolving contexts, thereby catalyzing positive interactions between the built environment and people on campus.

**<NYCDDC Roy Wilkins Recreation Center | ONY35.25 | Design and Construction Innovation | 2023-12-06 | N/A>**

Our process-driven approach to design and construction is often tasked to push the envelope of industry innovation. One such example was the first LEED-rated public school building for the New York State Education Department (SED): the new Hampton Bays Middle School, which achieved LEED Silver utilizing standard SED Wicks Law, publicly-bid, lowest-responsible-bidder rules. Although LEED and sustainable design/construction are now common in educational, public, and community projects, LEED was then in its infancy, so there was a steep learning curve for the design/CM and subcontractor team, who mastered the details of this achievement while completing the project on time and within budget.

Research, born of curiosity, is part and parcel of our practice, from materials research, to design innovation, to sustainability, to initiatives including RED (BBB’s internal “Research, Exchange, Develop” innovation program) and D2P. To cite only one example, BBB completed the first-ever WELL-certified multifamily residential building in New York City. We also create proprietary tools for project communication and management, including LiveBBBarch, our own secure, proprietary, online file-sharing site that enables more seamless transfer of documents across a fully integrated team.

**<Ciszek Hall | N/A | Gathering Spaces | 2018-07-24 | N/A>**

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities— including student housing, student centers, dining halls, innovative instructional facilities, athletic and recreation centers, and significant common spaces. The most successful buildings are reflective of the spirit and vitality of their students and faculty, are unique to their site and context, and promote openness and exchange. Successful design can actively encourage, enhance, and celebrate this interaction and conviviality. We strive to create spaces for circulation and gathering that harness the energy of pedestrian traffic, channel its flow to mix people walking in different directions, and create “sticky collisions”—natural resting places and alcoves where people want to slow down, stop, and talk. A range of gathering spaces of different sizes with direct visual connections between them gives rise to chance interactions and spontaneous meetings.

**<DCAMM House Doctor | ONY32.20 | Spaces for Gathering | 2020-09-16 | N/A>**  
Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities— including student housing, student centers, dining halls, innovative instructional facilities, athletic and recreation centers, and significant common spaces. The most successful buildings are reflective of the spirit and vitality of their students and faculty, are unique to their site and context, and promote openness and exchange. Successful design can actively encourage, enhance, and celebrate this interaction and conviviality. We strive to create spaces for circulation and gathering that harness the energy of pedestrian traffic, channel its flow to mix people walking in different directions, and create “sticky collisions”—natural resting places and alcoves where people want to slow down, stop, and talk. A range of gathering spaces of different sizes with direct visual connections between them gives rise to chance interactions and spontaneous meetings.

**<Barnard College | N/A | Gathering Spaces | 2021-04-06 | N/A>**  
Auditoria and performance spaces are places of gathering and community. In response to evolving technology and increasingly interdisciplinary learning, flexible, durable, and creative approaches to academic design are required. Today’s auditoria and performance spaces are expected to be agile to accommodate flexible uses, without compromising beauty and comfort. Some of our relevant performance and gathering projects are displayed on this page.

**<Campus Center-Lehrer | N/A | New Design on Existing Campuses | 2016-03-01 | academic>**

BBB’s design does not derive from preconceived formal ideas. Rather, it is generated from a deep understanding of the project’s context. This context is two-fold: it is the physical surroundings, often historic in character, that define and impact the site and it is the cultural context within which the project’s objectives are defined. We come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations.

In a portfolio that spans 48 years, our work is distinguished by a contemporary interpretation of context, scale, and form. This approach has led to a wide spectrum of project types and the successful merging of new construction with existing buildings and campuses. Our process starts with a rigorous inquiry into the morphology of a building or site, which informs our approach to design in plan, form, and materials. Our approach to design is also highly collaborative: we strive to involve our client, their perspectives, and their mission into the design.

**<DCAMM House Doctor | ONY32.20 | Analyzing Programmatic Needs | 2020-09-16 | N/A >**  
BBB has decades of experience translating institutions’ missions into space needs, [which augments our facilities assessment and planning work]. [As well, many members of our team have significant experience working at Harvard during our HBS Campus Master Plan, and earlier 2003 Precinct Plan.] Our analyses have been visualized through maps and catalogued in complex databases — resulting in tools for our clients that inform facilities and capital planning. We will work collaboratively with New York Public Library (NYPL) to determine the best and most efficient way to validate prior programming studies and update the assumptions and findings.

Gathering programming information utilizes methods that can range from one-on-one or small group interviews with key administrators and department heads, to larger "visioning" workshops with students, faculty, and staff in order to better understand the culture of the school. Once data is gathered, it will be important to vet the "blue sky" vision in order to develop priorities. This type of analysis can take the form of benchmarking against peer institutions, and careful analysis of academic mission reports and prior history of growth on the campus. In the end, however, we know we must work closely with [client] to develop both priorities and consensus.

As described in our representative projects portfolio, BBB has very often produced a concept or scope development study, developed a long-term relationship with the client, and carried these projects to completion.

**<Nobu Hotel | PNY34.38 | Approvals | 2022-10-21 | confidential>**

A mainstay of BBB’s practice is the ability to navigate the approvals environment. Many of our projects have required variances and reconsiderations from the Building and Planning Departments. We are fully conversant with the current codes. Numerous projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of, various local, state, and federal approvals agencies.

**<Mayflower Mtn Resort Pioche Village | PNY31.98 | Approvals | 2020-05-28 | N/A>**

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**<Mayflower Mtn Hotel & Condo | PNY31.77 | Approvals | 2020-03-02 | N/A>**

A mainstay of BBB’s practice is the ability to navigate the approvals environment. Many of our projects have required variances and reconsiderations from the Building and Planning Departments. We are fully conversant with the current codes. Numerous projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of, various local, state, and federal approvals agencies.

**<Parx Hotel Casino | PNY31.58 | Approvals | 2020-02-07 | N/A>**

A mainstay of BBB’s practice is the ability to navigate the approvals environment. Many of our projects have required variances and reconsiderations from the Building and Planning Departments. We are fully conversant with the current codes. Numerous projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of, various local, state, and federal approvals agencies.

**<LC David Geffen Hall | N/A | Architect of Record | 2015-11-04 | N/A>**

BBB has arguably the most balanced and longest experience of any firm in New York in working in a Design Architect/Executive Architect relationship. Dating back to the 1980’s with a number of projects in Chicago including the 4,000,000 SF Merchandise Mart, we have worked in either the design or production role on more than two dozen projects spanning twenty five years. Our experience in both roles gives us the design sensibility to push code-related limitations, which often restrict the designer’s creativity on projects with less progressive executive architects.

In addition to working on four continents as the design architects with local representation and production, we have worked in New York City with some of the most renowned architects in practice today, including: Renzo Piano Building Workshop, Jean Nouvel, Santiago Calatrava, Richard Rogers, Diller Scofidio + Renfro, Norman Foster, Herzog & de Meuron, Fumihiko Maki

**<Princeton Art Museum (Chipperfield) | N/A | Architect of Record | 2018-05-23 | N/A>**

BBB has extensive experience working in a Design Architect / Executive Architect relationship. We have worked in either the Design Architect or Architect of Record role on more than two dozen projects spanning twenty-five years. Our experience in both roles gives us the design sensibility to carry out the design intent of our partner architects to a high level of sophistication, to explore creative solutions to zoning, building code, and systems integration challenges, and to competently execute construction documents and project administration through all phases of the project.

BBB brings a sophisticated sensibility and a full understanding of the collaboration process to the role of Executive Architect. For this reason, prominent and respected architectural design firms have entrusted us with assisting them to transform their design intent into built form. Our sensitivity to design, coupled with understanding constructability and experience with permitting and approvals, enables us to effectively expedite projects while retaining the Design Architect’s aesthetic vision and the Owner’s construction budget/schedule. We have worked with some of the most renowned architects in practice today including Renzo Piano Building Workshop, Atelier Jean Nouvel, Santiago Calatrava, Richard Rogers, David Chipperfield, Diller Scofidio + Renfro, Foster + Partners, Herzog & de Meuron, Fumihiko Maki, The Office of Thierry Despont, Gluckman Tang (formerly Gluckman Mayner Architects), and Mecanoo.

Our staff is our greatest resource, and we pride ourselves on the breadth and depth of their experience. As our references will attest, our clients have access to BBB’s partners and staff members who have extensive experience across many disciplines and building types. BBB’s breadth of experience permits BBB to optimally staff our projects during every development phase, while also allowing us to effectively address specific project challenges as they arise. As the technology available to architects has evolved, so have our techniques for close collaboration with our Design Architect partners, particularly as many of these arrangements span continents. We have developed methodologies for the sharing of BIM models, and rely on frequent communication via WebEx and teleconferencing. Of course, nothing is as effective as face-to-face meetings. As such, we proactively schedule “workshops” that allow for regular intensive on-site time for the Design Architect, BBB, our consultants, and the Owner.

**<Masters School | N/A | Arts and Education Spaces | 2018-02-22 | N/A>**

The arts inspire people and lift spirits, making personal connections to other times, places, and cultures while broadening the identity of self and understanding of the world. These connections are especially important in arts education, where a student’s exposure to the visual and performing arts could ignite a lifelong passion or career path for some, and a creative outlet for others. Successful arts education spaces support teaching and learning, include considerations for display and performance, as well as stringent requirements for mechanical and audio-visual systems, lighting, and acoustics.

Designing and renovating spaces for the performing arts is a significant and meaningful part of BBB’s portfolio. We have had opportunities to work with major cultural, academic and not-for-profit clients who contribute to the dynamic performance culture and vitality of campuses and cities. We have combined our design of performance spaces with our expertise in servicing institutional clients, creating convening spaces that inspire the next great generation of performers.

At The Masters School, a renovation campaign will seek to elevate the varied quality and character of spaces for arts education, performance, and convening that exist on campus today, with architecture that matches the extraordinary talent and interests of your student body.

**<DCAMM House Doctor | ONY32.20 | Approach to Working with Existing Buildings | 2020-09-16 | N/A>**

Adapting older structures for new uses is perhaps the most potent expression of BBB’s design philosophy. Throughout our history, we have been champions of adaptive reuse, infusing new life into historic buildings.

It is this transformation that excites us the most—unlocking the hidden potential that is embodied in an existing building. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building entry or circulation system can say as much about an institution’s identity as a new structure.

Most of our projects begin with documentation and recording of original and existing conditions, including the assemblage of archival material, testing, and probing. This preliminary research forms the basis for evaluating changes in use and condition over time and identifying the extent of work to be undertaken to reverse structural deterioration, preserve interior and facade elements, and restore missing or decayed aspects of the original design. This systematic, detailed evaluation of the building is essential and valuable groundwork, enabling us to recommend to our clients the best course of action to follow, and to prioritize the required and desired work within the available budget.

BBB excels at designing additions and adding new space to sensitive historic buildings, whether by building on top, adjacent to, inside, or excavating below. In designing these expansions, both subtle and transformative, BBB often seeks to create a clear and frank architectural contrast between old and new, while composing a new totality that marries both. In each example of our work in finding space, the programs held within have grown and flourished in tandem with their physical expansion.

**<PEA Academy Building | PNY32.91 | Approach to Existing Buildings | 2021-06-18 | existing buildings>**

BBB is renowned for our expertise in and passion for rehabilitation and adaptive reuse, infusing new life into historic buildings. Existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given. We employ our creative skills to “find” space that may be underutilized, or to formulate design solutions that unlock the potential of space. Included in this section are examples in which we have built atop, adjacent to, underground, and within existing buildings. Often, these projects are the most complex in our portfolio, requiring our deep understanding of construction technologies of yesterday and today, and the potentials for transformation to reflect the institution of tomorrow.

**Awards [Last Updated: 2019/01 62-64 3rd Avenue]**

<62-64 3rd Avenue | N/A | Awards | 2019-01-01 | N/A >

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**<Dartmouth Energy Institute | N/A | Awards | 2016-08-05 | alternate, new construction, educational>**  
BBB has received the Firm Award from the American Institute of Architects, the highest honor given annually to a practicing firm. Our work has been recognized with three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and hundreds of national and local awards for excellence in design and planning, including citations from the American Planning Association, Chicago Athenaeum, General Services Administration, Society for College and University Planning, and Urban Land Institute.

**<Mayflower Mtn Resort Pioche Village | PNY31.98 | BBB's Unique Skills & Qualities | 2020-05-28 | N/A>**

BBB has distinguished itself among its peers by focusing on the full evolution of a project from design through rigorous construction documentation and construction phase services. We are unique in the architectural community for our close working relationships and integrated delivery processes with the builder community of contractors and construction managers.

Good planning and design is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client, owner’s representative/project advisor, and construction manager. We take responsibility and care to be facilitators of this collaboration and to interpret program, vision, budget, and schedule into a successful outcome. We utilize the latest technologies to facilitate design, team management, and communications, and we hold our consultants to the same standards.

For a project such as this one, much of the design effort will be focused on analyzing constructability and logistics. These factors affect project cost and must be addressed and incorporated into the design process to allow the team to achieve their design intent without detracting from the project budget and schedule.

**<Mayflower Mtn Hotel & Condo | PNY31.77 | BBB's Unique Skills & Qualities | 2020-03-02 | N/A>**

BBB has distinguished itself among its peers by focusing on the full evolution of a project from design through rigorous construction documentation and construction phase services. We are unique in the architectural community for our close working relationships and integrated delivery processes with the builder community of contractors and construction managers.

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**<Park Tower Group | PNY31.67 | BBB's Unique Skills & Qualities | 2020-02-14 | N/A>**

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Good planning and design is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client, owner’s representative/project advisor, and construction manager. We take responsibility and care to be facilitators of this collaboration and to interpret program, vision, budget, and schedule into a successful outcome. We utilize the latest technologies to facilitate design, team management, and communications, and we hold our consultants to the same standards.

For a project such as this one, much of the design effort will be focused on analyzing constructability and logistics. These factors affect project cost and must be addressed and incorporated into the design process to allow the team to achieve their design intent without detracting from the project budget and schedule.

**<Parx Hotel Casino | PNY31.77 | BBB's Unique Skills & Qualities | 2020-02-07 | N/A>**

BBB has distinguished itself among its peers by focusing on the full evolution of a project from design through rigorous construction documentation and construction phase services. We are unique in the architectural community for our close working relationships and integrated delivery processes with the builder community of contractors and construction managers.

Good planning and design is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client, owner’s representative/project advisor, and construction manager. We take responsibility and care to be facilitators of this collaboration and to interpret program, vision, budget, and schedule into a successful outcome. We utilize the latest technologies to facilitate design, team management, and communications, and we hold our consultants to the same standards.

For a project such as this one, much of the design effort will be focused on analyzing constructability and logistics. These factors affect project cost and must be addressed and incorporated into the design process to allow the team to achieve their design intent without detracting from the project budget and schedule.

**<Greene County Courthouse | ODC27.69 | Existing Conditions Assessments| 2022-05-18 | civic, government, dc, courthouse>**

The first step in assessing a historic project is to gather all relevant documentation, both existing and historic. We search for drawings, photographs, and other media that relate to the project’s objectives, but also the changes to the structure over time. In our exploratory survey of existing buildings, we and our consultants determine the era, condition, and health of physical infrastructure, envelope systems, interior finishes and underlying substrates. Work typically involves on-site survey and probing as well as off-site materials testing and archival research.

Understanding observed conditions in terms of pathology and forensics helps architects, engineers, and clients differentiate between symptoms and root causes and arrive at targeted interventions that save money and save buildings. Understanding historic construction types, assemblies, and potential points of failure has enabled us to proactively predict issues or probe in the right places to find them early on. Our in-house expertise historic preservation and materials conservation has allowed us the leadership and confidence to determine the best course of action, all in consultation with our clients and with an eye to budget and schedule.

<St. Vartan Cathedral | N/A | Building Assessments / Facilities Conditions Assessments | 2019-08-29 | building assessment, cultural, sacred>

BBB has built its foundation on work within existing buildings, which invariably begins with a building condition assessment. This is a solid first step in gaining a thorough understanding of a building prior to embarking upon future capital investments. We have also provided existing conditions assessments as a basis for incremental upgrades, St. Thomas Church, the General Theological Seminary, ~~NYU~~, and the New-York Historical Society. As a result, we know how to prepare, organize, and summarize conditions assessments to be a useful tool for the future.

<Yale Club of NYC | PNY33.04 | Building Assessments / Facilities Conditions Assessments | 2020-07-09 | N/A>

BBB has built its foundation on work within existing buildings, which invariably begins with a building condition assessment, and often includes FISP/Local Law 11 inspections. This is a solid first step in gaining a thorough understanding of a building prior to embarking upon future capital investments. ~~We have provided this service for~~ **~~[historic projects such as Brooklyn Navy Yard, Lincoln Center, the Morgan Library & Museum, Smithsonian Institution, the Architect of the Capitol, and the US Courts~~**~~], among others.~~ [We have provided this all-important conditions assessment and subsequent master planning for a variety of sacred, institutional, and cultural clients.] We have also provided existing conditions assessments as a basis for incremental upgrades at dozens of historical buildings and campuses, including NYU Tandon School of Engineering, Brooklyn Navy Yard, St. Thomas Church, the General Theological Seminary, ~~NYU~~, and the New-York Historical Society. As a result of this experience, we know how to prepare, organize, and summarize conditions assessments to be a useful tool for the future.

<Trinity Rep | N/A | Building Assessments / Facilities Conditions Assessments | 2017-01-01 | N/A>

BBB’s experience with architectural design informs the master planning recommendations we make to shape an institution’s built environment. As architects, we offer the technical expertise to assess existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them.

**<Parx Hotel Casino | PNY31.58 | Budget Guidance | 2020-02-07 | N/A>**

We believe in a proactive approach to cost control, which is significant for this project. Cost management begins at the very start of the project, where we will understand your budget and what the programmatic aspirations are within that budget. Working with the estimator or construction manager, we will develop a cost model that will help guide the design. We are conscious of designing to the budget, and not simply hoping to attain our desired design. It is our responsibility to be creative in attaining the budget, while maintaining a realistic design intent. We participate actively in vetting estimates, reconciling, and developing alternates as needed at the end of each phase. It is our goal to manage costs from the outset to avoid late-phase value engineering decisions that may jeopardize program, scope, and design. We have gained valuable insight into critical coordination and construction issues along the way. Understanding all parties’ objectives, changing goals or needs, changing schedules, communicating such changes via our drawings to the field, financial constraints, and the problems that inevitably arise, requires a very open and respectful dialogue with all team members.

**<Comp Sci High | PNY31.57 | Budget Estimating & Scheduling | 2020-01-21 | N/A>**Working development budgets are prepared at all typical phases of the project. Cost estimating is included at each phase from schematic design through construction documents. Schedules and phasing plans are designed around the client’s requirements for the opening of the

school year.

**<Comp Sci High | PNY31.57 | Building Analysis & Space Planning Test Fite | 2020-01-21 | N/A>**

We study expeditious “stacking and blocking” of the academic program spaces using the approved program and space standards. Further detailed evaluation of each space will supplement the stacking and blocking. To accomplish this, we develop a list of evaluation criteria with the client that ranks the priority of importance to planning features. Building evaluation criteria include, but are not limited to, the following:

* Verification of actual net square footages
* Verification of leasable square footages published by building owner
* Window module spacing/perimeter layout efficiency
* Elevator core locations and entrance convenience
* Egress-stairs and circulation
* Buildings lobby quality, amenities, views
* Contiguous space/expansion possibilities
* Depth of floor plates and column spacing as they relate to
* efficiency of layouts
* Overall program efficiency factors, including circulation and floor common amenities
* Mechanical, electrical, and plumbing infrastructure
* Adjacency of various program elements
* Review of structural floor loading capacities and strucural
* modifications, if required

A checklist of evaluation criteria accompanies each site and layout configuration. During the building analysis phase, an evaluation of mechanical, electrical, and plumbing (MEP), IT infrastructure, and structural needs be provided as part of pre-leasing services.

**<Harvard Hillel | PNY33.07 | Building Out, Up, Down, and Within | 2021-07-16 | N/A>**

Creative and thoughtful planning, combined with the serendipity of working within an existing building, may unlock dramatic space potential, enabling Harvard Hillel to evolve and expand physically and programmatically within the bounds of the existing site footprint. Adding to existing buildings – whether small and surgical or larger in scale, through found space within or by extension - is equal part art and science. In doing so, BBB seeks to balance new additive elements with the essence of its context. Even with contrasting materials, a harmony and sympathy between new and old can be achieved through similar architectural scale, rhythm, and spacing.

**<Sylvester Manor | PNY32.43 | Conditions Assessments | 2020-12-01 | N/A>**

The Conditions Assessment forms the backbone of the study and will require our team to spend time at the house for a detailed inspection. The assessment will update and expand the 2015-16 Existing Conditions Assessment by Jan Hird Pokorny Associates and will be a visual inspection from the ground using binoculars and high-resolution photography (exterior) and from inside the building including the roof space and cellar. Kohler Ronan will visit the site to locate, review and understand existing existing mechanical, electrical, plumbing and fire systems throughout the building. The illustrated report will identify and locate observed defects, diagnose their cause and recommend remediation. The report will reference back to the Preservation Mapping to enable specific spaces and conditions to be referenced against the most appropriate approach for that space or element. While the assessment does not address future building uses, discussions with the client group will help shape our recommendations to anticipate potential future uses wherever possible.

The condition of building systems forms an important part of the study. Kohler Ronan will review existing available MEP/FP system documentation, and locate and identify existing equipment and trace primary service distribution routes through the building. Kohler Ronan will interview staff to further understand the current system operations, known deficiencies and any current upgrade strategy. They will assist in developing system infrastructure and operational goals, including sustainability goals. A challenge throughout the building will be the sensitive integration of upgraded fire detection and alarm systems, and the Conditions Assessment will recommend approaches most appropriate to the historic building, its proposed uses and the collections.

**<Boston College Lower Campus Planning | N/A | Campus Planning | 2019-07-29 | short >**Campus planning is central to BBB’s practice and allows us to collaborate with institutions from early strategic thinking through implementation. Our plans are not visions that stay on the shelf; they are achievable and have had a direct impact on the implementation of projects at each of the campuses where we have worked. Clients select BBB for our ability to listen and formulate consensus; evaluate information and options; and arrive at people-focused, cost-effective, and creative options that are the result of a highly collaborative dialogue between our team and our clients.

**<Toledo Museum of Art | N/A | Campus Planning | 2016-07-18 | N/A>**Campus planning is central to BBB’s practice and allows us to collaborate with institutions from early strategic thinking through implementation. BBB has developed comprehensive campus plans for many colleges, universities, and other institutions. We have helped institutions implement campus plans through construction, renovation, adaptive reuse, restoration, and public space projects. BBB’s experience with architectural design informs the master planning recommendations we make to shape an institution’s built environment. As architects, we offer the technical expertise to assess existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them. As planners and urban designers, our approach incorporates an understanding of the factors and forces that shape campuses.

We pride ourselves on our ability to produce plans that are visionary and adapted to an in-depth understanding of the mission, needs, and priorities of the client and stakeholder groups who guide our efforts. Clients select BBB for our ability to listen and formulate consensus, evaluate information and options, and arrive at people-focused, cost-effective options that are the result of a highly collaborative dialogue between our team and our clients.

**<NCSU MP | PNY32.38 | Campus Planning for Urban Research Universities | 2020-11-12 | N/A>**BBB has extensive experience working with the country’s top Research I universities in an urban setting, including University of Chicago, Princeton University, University at Buffalo, Harvard University, Indiana University, Columbia University, and others. Through the intersection of our campus planning and urban design experience, we have become deeply interested in the relationships between campus and town, and have participated in public-private partnerships in many cities including Chicago, Indiana, and Princeton on behalf of universities to meet their campus needs while supporting and revitalizing vibrant downtowns.

We have also helped many of our Research I urban university clients respond to the growing integration of innovation and entrepreneurship and an increasing emphasis on interdisciplinary study and technology- based research, and have helped transform the campuses into living-learning research environments. For example, the University of Chicago Innovation Exchange is a result of BBB’s successful and innovative programming and design, as a hub where members from different University of Chicago departments and programs, affiliates of the University, and South Side entrepreneurs can come together to collaborate and to participate in shared events.

**<Clevelend State University | N/A | Capital Improvement Plans | 2020-07-24 | N/A>**  
BBB has extensive experience in creating phasing and implementation plans of capital improvements for our institutional clients. We work collaboratively with our clients to develop plans that outline short-term, mid-term, and long-term action items mapped to institutional priorities. With the help of our cost estimating sub-consultants, our implementation plans include cost breakdowns on a square footage basis for all projects identified in the master plan. We have conducted these types of capital project implementation plans for the University at Buffalo Comprehensive Physical Plan, Amherst College Framework Plan, State University of New York Stony Brook Master Plan, and Indiana University master planning.

**<Wharton (Master Space Plan Study) | N/A | Comprehensive Campus Master Planning | 2017-08-17 | N/A>**Planning and design for education institutions have been central to BBB’s practice throughout our history. Educational institutions are complex, multi-layered communities that resonate with BBB’s philosophy. The demands on academic facilities have never been greater; modern institutions require more intensive, flexible, and creative approaches to academic projects. Campus planning allows BBB to collaborate with and help guide education institutions early on, from strategy and big-picture thinking to implementation.

BBB has developed framework plans and comprehensive master plans for numerous academic institutions including Princeton University, Amherst College, and Dartmouth. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them.

This approach is particularly important at a historical campus where the preservation and transformation of treasured buildings and open spaces to accommodate contemporary needs is both a practical and sustainable approach. We pride ourselves on our ability to produce plans that are visionary and also responsive to our understanding of the mission, needs, and priorities of the client and stakeholder groups who guide our efforts. Out plans are not visions that stay on the shelf – they are achievable and have had a direct impact on the implementation of projects at each of the campuses where we have worked. Our approach to planning does not result in a static master plan; instead we develop planning frameworks that are flexible and responsive to changing program needs, site conditions, and funding over time.

**<Blacksburg, VA | N/A | Campus and Town Collaboration | 2017-11-13 | dc, planning services>**

Both BBB and VHB have vast experience working with town/city governments directly adjacent to significant college and university campuses. Due to this depth of experience, we are especially skilled in weaving the visions of the government and the university as it relates to the physical environment. Through careful and strategic collaboration, we help both entities develop complementary plans to achieve an overall cohesive vision, finding and avoiding potential conflicts, and leveraging assets and goals that can be mutually beneficial.

In Waterville, Maine, BBB worked with both Colby College and the City to integrate a newly developed campus master plan with the City's vision to transform the downtown into a vibrant and active hub. At Princeton University, we worked closely with the University and stakeholders over several years to eventually secure the Princeton Regional Planning Board’s approval for the Arts and Transit Neighborhood Plan, a public-facing campus gateway neighborhood serving both the University and community. And in Chicago, Illinois, we created and executed a revitalization plan for the 53rd Street retail district in the Hyde Park neighborhood. This off-campus plan for the University of Chicago was coordinated with a proposed new management entity and a public outreach strategy. These are just a few examples of our work to foster collaboration between universities and their surrounding communities.

**< N/A | N/A | Capacity and Resilience | 2017-11-13 | dc >**

With 35 architects, planners, and historic preservationists in Washington DC and another 170 in New York, BBB has a depth of capacity and resilience to support a variety of projects of varying scales and scopes. In Washington, DC, one studio comprises the office and supports a far-reaching portfolio of renovation, restoration, adaptive reuse, new construction, and planning projects. We are able to accommodate this breath of work because we draw from a pool of talented staff who are first and foremost architects, but often specialize in a secondary area of expertise, such as Sustainability, Building Information Modeling, Preservation, Materials Science, Research, Detailing, Urban Design, etc.

We hire thoughtfully and deliberately to ensure that each persons’ skills are multivalent and that their personality will complement the energy and chemistry within the office. In doing so, we are able to staff projects dynamically, offering interchangeability and resilience to support project surges or holds. We believe in continuity and endeavor to keep the same staff members on a project throughout the design process and Construction Administration. Similarly, we resist the notion that the studio should be organized around narrow areas of focus with highly repetitive or formulaic responses to design challenges. Rather, we consistently cross pollinate staff across a variety of project types, constantly recombining to suit individuals’ professional development goals and leverage synergy between staff members.

**< Philips Exeter Master Plan | N/A | Comprehensive Campus Master Planning | 2019-03-14 | N/A>**

BBB has developed comprehensive master plans for numerous academic institutions. As planners and urban designers, our approach incorporates an understanding of the many factors that shape a campus and its community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them. As stewards of some of this country’s most significant historic buildings and landscapes, we also understand the sensitivities of accommodating change within a historic context. Collectively, we leverage our expertise to guide clients through the transformation of their campuses to accommodate contemporary needs, all while preserving the heritage and character that defines their sense of place.

**< Conn College Master Plan | N/A | Comprehensive Campus Master Planning | 2017-04-28 | N/A >**

BBB has developed framework plans and comprehensive master plans for numerous academic institutions including Princeton University, Amherst College, and Dartmouth. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them.

This approach is particularly important at historic campuses such as Connecticut College, where the preservation and transformation of treasured buildings and open spaces to accommodate contemporary needs is both a practical and sustainable approach. We pride ourselves on our ability to produce plans that are visionary and also responsive to our understanding of the mission, needs, and priorities of the client and stakeholder groups who guide our efforts. Our plans are not visions that stay on the shelf — they are achievable, and have had a direct impact on the implementation of projects at each of the campuses where we have worked. Our approach to planning does not result in a static master plan; instead we develop planning frameworks that are flexible and responsive to changing program needs, site conditions, and funding over time.

**< N/A | N/A | Comprehensive Campus Master Planning | N/A | N/A>**

Campus planning is central to BBB’s practice and allows us to collaborate with educational institutions from early strategic thinking through implementation. BBB has developed comprehensive campus plans for numerous colleges and universities, completed significant campus building projects, and have helped institutions implement campus plans through construction, renovation, adaptive reuse, restoration, and public space projects. BBB’s experience with architectural design for higher education informs the master planning recommendations we make to shape a university’s built environment. As architects, we offer the technical expertise to assess existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them. As planners and urban designers, our approach incorporates an understanding of the factors and forces that shape campuses.

\*Optional: This approach is particularly important at historic campuses such as [\_\_\_\_\_] College, where the preservation and transformation of treasured buildings and open spaces to accommodate contemporary needs is both a practical and sustainable approach.

We pride ourselves on our ability to produce plans that are visionary and adapted to an in-depth understanding of the mission, needs, and priorities of the client and stakeholder groups who guide our efforts. Our dynamic and collaborative approach to planning does not result in a static master plan design; instead it is flexible and responsive to changing program needs, site conditions, and funding over time. Clients select BBB for our ability to listen and formulate consensus, evaluate information and options, and arrive at people-focused, cost-effective options that are the result of a highly collaborative dialogue between our team and our clients.

**< N/A | N/A | Comprehensive Campus Master Planning | N/A | N/A>**BBB is widely recognized for the creativity in our approach and our resolutions for each project. Each master plan is developed from the specific parameters of the project and therefore is unique to the site’s physical, social and economic context. Significant concerns such as community development, off-site transportation, economic impact, and market research are carefully examined and addressed whenever pertinent.

BBB has prepared development plans and supporting studies for University of Chicago 53rd Street action plan, University of Maryland Eastern Shore Master Plan Update, Princeton University Arts and Transit Neighborhood, Dartmouth College Campus Master Plan, to name a few. These plans have entailed integrating and coordinating a wide array of disciplines—planning, urban design, historic preservation, architecture, zoning, and air rights—as well as knowledge of all facets of the development process from economic and real estate implications to market factors and construction. In addition to large-scale planning, the firm has joined with community groups in preparing plans for city neighborhoods and individual projects

In the completion of projects of this scope and nature, coordination and management of the highest quality is crucial. BBB has repeatedly demonstrated the ability to achieve consensus among multi-agency clients throughout the project’s development. To accomplish this consensus, the firm has formed solid working relationships with its consultants and maintains constant open dialogue with clients.

**<American Musical and Drama Academy | PNY31.61 | Complex Projects for Not-For-Profit Institutions | 2020-02-05 | N/A>**

Borne of a deep curiosity about and understanding of mission, culture, and context, our planning and design work for institutions achieve elegant solutions that clarify and synthesize an organization’s often-disparate space needs and building functions.

As shown by the list of selected projects at right, we have experience with many of New York City’s great academic and cultural institutions, as well as national and international work in urban contexts. We are particularly adept at navigating the complex requirements of designing and building in New York City, including zoning and code regulations, agency approvals, and advocacy group inputs. Our reputation as stewards of our local built environment is strong, and benefits our clients in achieving project goals, small and large.

SELECT CLIENTS

Brooklyn Navy Yard, Brooklyn, NY

Columbia University, New York, NY

Cooper Hewitt, Smithsonian Design Museum, New York, NY

Center for Jewish History, New York, NY

Ellis Island, New York Harbor, NY

The Frick Collection, New York, NY

General Theological Seminary, New York, NY

Grand Central Terminal, New York, NY

New York City Department of Parks & Recreation; Friends of the High Line, New York, NY

Hispanic Society Museum & Library, New York, NY

Lincoln Center, New York, NY

Metropolitan Museum of Art, New York, NY

Morgan Library & Museum, New York, NY

New York Botanical Garden, New York, NY

New York City Hall, New York, NY

New-York Historical Society, New York, NY

New York Public Library, New York, NY

New York University Tandon School of Engineering, Brooklyn, NY

Riverdale Country School, Bronx NY

Rubin Museum of Art, New York, NY

South Street Seaport Museum, New York, NY

St. Thomas Church, New York, NY

Temple Emanu-El, New York, NY

Union Theological Seminary, NY

**Client Service**The creation of good architecture and interior design is an intensely collaborative process, requiring extraordinary dedication by the design team. We are fully committed to giving any project at the Federal Reserve Bank the highest priority in our office. From project inception to construction, we will be advocates for your goals and at all times mindful of your constraints. The following pages outline the process that we undertake for each project. We have also included a project portfolio to illustrate the range of our traditional and contemporary planning and interior design expertise.

**<Nobu Hotel | PNY34.38 | Clubs & Hospitality Experience | 2022-10-21 | N/A>**

BBB has extensive experience producing hospitality projects that creatively and pragmatically address the specific challenges of a building’s idiosyncratic nature. BBB’s hospitality and interior design division adds to the depth and creativity of the firm’s architectural and historic preservation practice. Our strengths include new construction, renovation, conversion, rehabilitation and adaptive re-use of existing spaces. Through over 30 years of planning and design experience in hospitality projects, our projects include hotels, clubs, restaurants, and retail for projects such as 11 Howard Hotel, PUBLIC Hotel, TWA Hotel, Old Post Office, W Hotel Union Square, Seagate Hotel, Jacob Riis Bathhouse, Flora Bar and Flora Coffee, New York Palace Hotel, the Hilton Times Square Hotel, ‘21’ Club, Hermès, Prada, Cartier, and Rockefeller Center.

**<Mayflower Mtn Hotel & Condo | PNY31.77 | Clubs & Hospitality Experience | 2020-03-02 | N/A>**

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**<Parx Hotel Casino | PNY31.58 | Clubs & Hospitality Experience | 2020-02-07 | N/A>**

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**<Dartmouth Energy Institute | N/A | Collaborating with Clients | 2016-08-05 | N/A>**The creation of good architecture and interior design is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client. We believe that the best projects are a product of equal collaborative effort by the client, end users, us, and our consultants. We take responsibility and care to be facilitators of this collaboration, and to interpret program, vision, budget, and schedule into a successful architectural outcome.

Clients select BBB for our ability to listen and evaluate information impartially without preconceived solutions. We believe that programming, planning, and design rely as much on our asking the right questions as upon deriving the right answers. Through clear communication and an accurate interpretation and representation of the program and design, we build the consensus necessary to move the project forward. We take our role as experienced facilitators — of design, construction and the overall process — very seriously. This ethos is proven through the long-standing and close relationships that we have formed with our academic clients.

**<NYCEDC Manhattan Waterfront Greenway | N/A | Collaboration with Other Disciplines | 2017-07-14 | N/A>**

BBB has established relationships with highly skilled professionals in a range of disciplines that complement our work, including landscape design, civil and marine engineering, traffic planning, sustainability, and many more. BBB’s technical savvy in performing tasks such as feasibility studies, pedestrian and roadway design, and bicycle infrastructure, is further developed through our collaboration with our consultants. The results, that we are proud to deliver, are creative and viable solutions to challenging design and implementation questions.

**<Rehab Perry's Victory (Jacobs) | PNY33.06 | Collaboration | 2021-07-15 | N/A>**

Clients select BBB for our ability to listen and formulate consensus among the various client groups, community interests, and other stakeholders. Our process for evaluating information and options, and arriving at a sound, cost-effective decision, comes from this spirit of collaboration. As we have done on past NPS projects, such as Jamaica Bay VCS, Jacob Riis, and the Governor’s Island General Management Plan, we plan to conduct Workshops with NPS and community stakeholders to explore potential solutions for the rehabilitation of the Plaza at Perry’s Victory and International Peace Memorial. These sessions are often multi-day and can be considered real hands-on work sessions often resulting in an informed and inspired direction to develop the subsequent design efforts.

**<Greenacre Elementary / Scarsdale Public Schools | N/A | Constructability | 2017-01-18 | N/A>**

On complex projects, much of the design effort is focused on analyzing constructability and logistics (i.e., site access, the need for temporary utilities, phasing, and relocation for staff and office services and overall staging and phasing). These factors tend to affect the cost of the project and need to be dealt with and incorporated into the design process to allow the design team to achieve their design intent, without detracting from the project budget or the project’s team creativity. We work closely with the client’s Construction manager and the Client to develop a working approach to the project to ensure the building can remain functional as work progresses since many clients cannot afford to completely relocate for the duration of the work.

By way of example, at Central Place residential tower in Rosslyn, VA, near Washington DC, a construction administration team was assembled during the mid-point of the construction documents phase to assess all the changes to the project and the various cost impacts it would have—both additive and deductive. This allowed our client, JBG Companies, to make critical decisions prior to the completion of the construction documents and still maintain their construction budget goals.

**<Comp Sci High | PNY31.57 | Construction Administration | 2020-01-21 | N/A>**

Critical members of our design team stay on through construction administration and close-out phases of the project. We review shop drawings and project data, provide field observation, review change orders, monitor construction progress, and maintain records. We also coordinate the owner’s furniture and equipment placement and location of artwork and graphics.

**<Comp Sci High | PNY31.57 | Construction Documents | 2020-01-21 | N/A>**

This entails the preparation of fully coordinated demolition, architectural, structural, mechanical/electrical, fire protection, audiovisual, acoustic, and telecommunication design documents and specifications. We also prepare furnishings and finishes plans and specifications.

**<Houston Buffalo Bayou | N/A | Comprehensive Planning | 2017-01-20 | N/A>**BBB is widely recognized for the creativity in our approach and the resolutions we achieve on our projects. Each master plan is developed from the specific parameters of the project and therefore is unique to the site’s physical, social and economic context. Significant concerns such as community development, transportation, and economic impact, are carefully examined and addressed.

BBB has prepared development plans and supporting studies for the University of Chicago 53rd Street Action Plan, Seward Park Redevelopment in Lower Manhattan, and Coney Island Redevelopment, to name a few. These plans have entailed integrating and coordinating a wide array of disciplines—planning, urban design, housing, historic preservation, architecture, zoning, infrastructure and landscape—as well as knowledge of all facets of the development process from economic and real estate implications to market factors and construction.

BBB has extensive experience preparing conceptual site layouts based on local development codes, building design requirements, urban design guidelines and planning objectives. Careful site planning ensures that a specific development proposal integrates seamlessly with its surroundings at the same time that it meets community planning goals. The details of site layout are critical to creating a legible relationship between a site and its surrounding context and assuring that specific development proposals are in line with community expectations and desires. In addition to large-scale planning, the firm has joined with community groups in preparing plans for city neighborhoods and individual projects.

**<Trinity Repertory Facilities Master Plan | N/A | Community Engagement | 2017-10-18 | N/A>**  
From the earliest tasks of programming onward through the design phases, community engagement is one of the linchpins of a successful project. In our view, direct sustained engagement with all stakeholders during the programming phase is the most effective way to best understand our client’s quantitative and qualitative needs for the long-term facilities plan. Of course, the greatest challenge of a successful programming phase for [**Trinity Rep**] will be satisfying the needs of all stakeholders to the greatest degree possible. The various demands for space, plus the parameters of working within existing historic facilities, will require careful deliberation about priorities. We will apply logic and objectivity, helping those involved to make clear and long-lasting decisions.

**<Cleveland State University Master Plan | N/A | Stakeholder Engagement, Consensus Building & Visioning | 2020-07-24 | consensus, master plan, campus planning>**

Robust community engagement is an integrated part of our planning process and is designed to generate a shared understanding and common language enabling the community to coalesce around a strong vision. Our collaborative approach engages students, staff, faculty, administration, trustees and alumni, by drawing from our tool kit of engagement techniques customized to suit the interests and size of each stakeholder. For each master plan and institution, we develop a customized engagement plan and work with the institution to determine the desired level of stakeholder engagement and which tools are applicable for the process.

Our tool kit includes one-on-one interviews, focus group sessions and design charrettes, campus-wide open houses, master plan websites, digital mapping tools, online surveys and polling and a variety of other creative means. Although engagement has historically relied on in-person techniques, we have also developed a robust tool kit for remote and virtual engagement. For example, we kicked off a major programming and engagement phase for an international university at the start of the pandemic this past spring and conducted outreach with over 200 students, faculty, administrators, and trustees. Our virtual tools enable us to conduct engaging online meetings, focus groups, and interactive charrettes.

**<NCSU Master Plan | PNY32.38 | Stakeholder Engagement, Consensus Building & Visioning | 2020-07-24 | consensus, master plan, campus planning>**

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**<Skidmore College Master Plan | N/A| Stakeholder Engagement, Consensus Building & Visioning | 2020-07-24 | consensus, master plan, campus planning>**

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**<Amherst Residential Commons | N/A | Creating Community | 2016-03-01 | academic >**Based on or previous experience, the key to making dormitory life more meaningful is getting students to view the residence hall as their Home. To achieve this requires a mix of spatial planning to encourage group interaction at a range of scales and enticing social and academic opportunities within the residential setting to draw students out of their rooms.

Over the past three years, these objectives have shaped the planning and design process for Amherst’s Greenway dorms precisely to ensure that the social spaces at the dorms have visibility, flexibility, and a sense of ownership among the entire student community. Creating similar spaces and clusters throughout the College will have far-reaching benefits, including distributing the energy throughout the campus, expanding the diversity of residential communities, and integrating socially and intellectually stimulating programs into student housing.

Our ongoing work on House Renewal at Harvard College is an in-depth immersion into the importance of House culture and its impact on both program and design. As geographic locales and tight-knit communities, no two Harvard Houses are alike. Each has a particular set of architectural and cultural identities, a “sense of place” that has emerged over the decades since the House system was implemented. A transformative concept of the late 1920s, the House system breaks down the larger college population of approximately 5,000 students into a more intimate academic environment of about 400 students with 40 dedicated staff. Much more than mere shelter, the Houses are a hallmark of the Harvard experience.

The ongoing House Renewal campaign achieves an even greater sense of community through design. Study nooks and residential common spaces encourage chance meetings and provide venues for group study. The traditional program has been enhanced to include seminar rooms to meditation and fitness; and larger scale spaces for social events such as lectures and House formals.

**<Barnard College | N/A | Our Culture | 2021-04-06 | N/A>**Mirroring and supporting our mission and design philosophy, BBB has nurtured a culture of collaboration and openness throughout our practice and among our staff. In the words of our Founding Partner John H. Beyer, BBB functions a lot like an academy, with frequent and robust discussions, panels, exhibits, and workshops in our “crit pit” common spaces (and virtually this past year). Interaction, exchange of ideas, and informal “sticky collisions” abound at BBB.

Our culture of curiosity is also supported by staff-generated and leadership-supported initiatives on research and development. RED (Research Exchange Develop), launched in 2015, is an in-house initiative that promotes research and knowledge sharing for new and innovative materials, processes, and methodologies; encourages a culture and community of open dialogue, inquiry, creativity, and critical exchange; and fosters propagation of ideas and applications that advance BBB’s practice and culture.

Commitment to achieving equity and promoting diversity is intrinsic to BBB including recruitment from a wide range of personal and professional backgrounds. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. In Fall 2020, BBB established an EDI Task Force to advance this commitment and assess and address racial inequities in the office and the industry. Staff-generated firmwide initiatives also animate our culture, including Open Channel, which collaborate to support and promote the advancement of women and minorities in the office and, by extension, the profession. Open Channel’s spring newsletter, “Dollars and Sense,” focused on the issues of how access to capital, gender, race, and wealth disparity intersect.

Complementing the firm’s initiatives and reflecting BBB’s mission, the Beyer Blinder Belle Foundation was incorporated in 2016 for charitable purposes in order to advance the role of architecture, planning, and preservation in strengthening the physical and social fabric of our cities, communities, and institutions. Through travel fellowships, grants, and other initiatives, the Foundation engages the full cycle of design, from inspiring young people to enter the profession, to supporting graduate research, to enabling thoughtful, socially-conscious design and planning that directly benefits communities.

**<South Main Baptist Church | ONY35.38 | Our Culture | 2023-12-21 | cultural, sacred, planning, urban design, religious>**  
  
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To advance diversity, inclusion, and belonging in an actionable way, our team unites diverse perspectives with deep insight for each project we undertake. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. BBB leadership has actively supported internal initiatives focused on infusing values of equity, diversity, and inclusion into the culture of the firm at large: targeted outreach to M/WBE firms, recruitment at HBCU campuses, internal mentorship, and several leadership-generated as well as staff-generated EDI initiatives.

This approach derives from BBB’s commitment to achieving equity and promoting diversity by broadening the pipeline of architects from diverse backgrounds. Our Beyer Blinder Belle Foundation, incorporated in 2016, in addition to advancing the role of design in creating equitable communities, offers travel fellowships, grants, and other initiatives to address the systemic biases of the architecture industry. Most recently the foundation has committed to ongoing scholarship programs for architecture students at Howard University, the University of the District of Columbia, and the City College of New York, which are geared towards under-represented populations in our industry.

**<Eaton Elementary School | N/A | Design Build Experience | 2018-10-11 | dc >**

In its 50 years of practice, BBB is experienced with virtually every approach to project delivery—including traditional Design-Bid-Build, Design/Build (D/B), Design-Assist, and scenarios involving construction managers, fast-tracking, and multiple prime contracts.

Our management approach to all our projects emphasizes collaboration and an integrated “one team approach.” The “one team approach” simply requires that all team members be involved and heard throughout the entire project, from inception to project close-out. While the various team members have expertise in specific areas, their broad-based involvement throughout the process provides a quality control element that helps circumvent constructability and cost issues that can arise during construction. This integrated team approach is beneficial to the client in helping to balance the importance of design and practical matters of cost, schedule, maintenance, as well as logistical construction issues. The one-team approach provides a level of expertise and close coordination that will provide not only accurate information to the client but also provide more options for your decision-making process.

BBB’s emphasis on preconstruction services begins with a well thought out and attainable design schedule. The design schedule is our road map to success and should illustrate all the pertinent items required to achieve completion of the project. This focus on schedule does not restrict creativity. It does the opposite. It allows the client to clearly understand the time requirements to achieve an excellent design, while also directing the design team in the proper path with regard to the client’s financial goals. We will assemble a detailed design schedule that includes the critical tasks for this project, while maintaining your construction milestone deadlines. This is especially important for a Design-Build project. The allows for a clear understanding of the various tasks for this project, the time allocations for each task, and the coordination requirements among all team members including the client.

Equally important, we believe in a proactive approach to cost control, which is significant for this project. Cost management begins at the very start of the project, where we will understand your budget and what the programmatic aspirations are within that budget. Working with the estimator, we will develop a cost model that will help guide the design. We participate actively in vetting estimates, reconciling, and developing alternates as needed at the end of each phase. It is our goal to manage costs from the outset to avoid often painful late-phase value engineering decisions that may jeopardize program, scope, and design.

From our design build project experience, along with all our fast track projects, we have gained insight into critical coordination and construction issues along the way. Understanding all parties’ objectives, changing goals or needs, changing schedules, communicating such changes via our drawings to the field, financial constraints, and the problems that inevitably arise, requires a very open and respectful dialogue with all team members.

**<PEA Wetherell Complex | PNY32.47 | Designing within Context | 2020-12-16 | N/A>**

Physical context is one of the most important parameters in a project, and this is especially true for a campus—even more so given PEA’s historic fabric. Our design for the new dining hall must take cues from its immediate neighbors, Merrill and Langdell. We will be initially guided by a thorough understanding of the history of Georgian and Georgian Revival design, and of Cram & Ferguson. The underlying proportions—of facades, window openings—and materials—brick, wood, slate—can be a guide to harmonious intervention. And details, down to the leader boxes, make the design sing to the observant passer-by.

We are inspired by this deep understanding, but we are not literal in our approach. We believe that new buildings or additions must, in some way, be an expression of their time. Early 20th century buildings are an expression of their time, as should be 21st century buildings. New technologies in glazing, materials, and their synthesis in detailing give us a rich toolbox to articulate a design that is of our time and consonant with its context.

**<Princeton Theological Seminary RFQ | ONY35.92 | Diversity, Equity, and Inclusion | 2024-07-11 | N/A>**

Commitment to achieving equity and promoting diversity is intrinsic to BBB including recruitment from a wide range of personal and professional backgrounds. BBB’s current leadership includes four women Equity Partners out of 10, and eight women Principals & Directors out of 26. More than 65% of our Senior Associates and 80% of our Associates identify as women and/or minorities.

Complementing the firm’s initiatives and reflecting BBB’s mission, the Beyer Blinder Belle Foundation was incorporated in 2016 for charitable purposes in order to advance the role of architecture, planning, and preservation in strengthening the physical and social fabric of our cities, communities, and institutions. Through travel fellowships, grants, and other initiatives, the Foundation engages the full cycle of design, from inspiring under-represented groups to enter the profession, to supporting graduate research, to enabling thoughtful, socially-conscious design and planning that directly benefits communities.

**Education and Innovation Spaces [2018, 2/22 Masters School] also used in [2020, 1/21 Comp Sci High PNY31.57]**

**<Masters School | N/A | Education and Innovation Spaces | 2018-02-22 | N/A >**

Academic communities are inherently diverse. We believe strongly that the successful design of academic buildings can actively encourage, enhance, and celebrate individual and collective freedom, openness, exchange, and innovation.

From our recent experience, we know that academic environments are evolving rapidly in response to changes in pedagogy and technology. Classrooms are no longer about a single setup—flexibility is a top priority to reflect new teaching methodologies. Technology is ever advancing, yet ease of use is a critical requirement. Students are learning on their own time and in different ways more than ever before, reaching beyond the limits of the classroom to learn from innovators and entrepreneurs. Classrooms now include space for making, fabricating, and global conversation. Our programming and design work has yielded a landscape of spaces that accommodate many needs—from individual study to group work in a variety of settings, both informal and formal.

The next stage of renovations and expansion at The Masters School will allow for a critical re-think of the mode of teaching and learning that will guide students into the next decade. The Harkness table, a beloved symbol of inclusive and egalitarian learning, is just one tool in the potential toolbox. A collaborative process among faculty, administrators, students, and design team may well yield new, experimental dividends for classroom spaces on campus.

**<Comp Sci High | PNY31.57 | Education and Innovation Spaces | 2020-01-21 | N/A >**

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**<PEA Academy Building | PNY32.91 | Education | 2021-06-18 | N/A>**

The projects highlighted in this portfolio are selected to demonstrate BBB’s approach to, and success in, designing complex renovation projects in sensitive contexts for institutional clients. These projects resonate with BBB’s mission to build places that empower people, and our own culture of inquisitiveness. We have a deep commitment to our educational clients, listed at left. Our designs for educational institutions are based on understanding the mission and responding to the unique physical, historical, and cultural context of each campus. Our academic projects, encompassing a broad range of spaces for learning and gathering, are attentive to the particularities of program, while also flexible to accommodate evolving pedagogies and the dynamism of campus life.

**<Amherst Residential Commons | N/A | Inclusive Process (Academic) | 2016-03-01 | N/A>**

From the earliest asks of programming onward through the design phases, achieving consensus is one of the linchpins of a successful project. This is particularly the case in college residential projects, where a wide array of end users—students, administrators, and house leaders—have a vested interest in the successful outcome of the design. Firstly, we must understand the breadth of stakeholders and their respective decision-making responsibilities. We know that there is often some tension between end users’ desires and the realities of budget, schedule, and constructability. There may be many voices and it is important for us to balance all parties—including faculty, administration, trustees, and students—to ensure that the project reflects the benefit of these groups’ experience, standards, and knowledge.

During the Framework Planning process, the Amherst community was consistently forthcoming with constructive ideas and insights. Our conversations with students, faculty, and staff benefited from the enthusiasm, candor, and eloquence of everyone who came to the table. Oftentimes, simply creating a forum for a structured and informed discussion was the spark needed to generate robust discussions about the broad benefits of potential options.

Our experiences at Swing House and Winthrop House projects for Harvard have proven that it really does take a village to program, design, and executive a House Renewal project successfully. The House Masters, with their “cabinet” of chosen advisors, were important voices on the project, and we are proud of the relationships that BBB’s team of architects and interior designers have established with the four sets of Masters involved in the projects.

We equally value our regular interactions with students, faculty, and administrators from the College. As part of our wider team, they were important regulators of the programmatic and functional needs of the Houses. Their collective experience of the College provided a valuable perspective.

Finally, early and ongoing input by students ensured that they feel a sense of ownership in the final design. Their perspectives may be for four years only, but their commitment to the future of the institution is enduring. They offer critical insights into how students will make their Houses into homes now and in the future.

**<Comp Sci High | PNY31.57 | Engagement | 2020-01-21 | N/A>**

Clients select BBB for our ability to listen and formulate consensus among the varied constituencies of the campus community. Our process for evaluating information and options, and arriving at a sound, cost-effective decision, comes from a spirit of collaboration among members of the team and the client. Outreach is engaged, enriching the programming component of the planning and design process at BBB that serves both educational as well as consensus-building goals. Our consensus-driven approach yields an understanding of the inherent trade-offs of any project, generating a shared understanding of goals and principles. Our engagement practice is custom tailored to each project stakeholder group.

**<NYCDDC | PNY32.15 | Excellence in Public Architecture | 2020-09-11 | N/A>**

**<NYCDDC (small and medium projects) | PNY32.19 | Excellence in Public Architecture | 2020-09-25 | N/A>**

**<NYCDDC | PNY32.15 |** *Mission-Driven Design***| 2020-09-11 | N/A>**

Beyer Blinder Belle is committed to excellence in public architecture. Our approach to the design of the built environment focuses on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connections to the surrounding physical fabric.

Our portfolio of 52 years is diverse in project type and clients, however virtually all of our projects are eminently public facing and urban in character.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. BBB is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions—and we are also equally adept at planning and designing more modest, community-based cultural institutions. Guiding all of the firm’s work is a comprehensive exploration of historic, cultural, and civic meaning, while our design is contemporary and reflects the materials and technologies of today.

BBB has built our architecture and planning practice around New York City, and we have gone on to apply the knowledge we have gained in this great urban crucible to many other cities. We have in-depth knowledge of NYC’s local codes and regulations. BBB has developed close working relationships with most city and state agencies, as well as review agencies, community boards, and groups, and most of New York City’s major developers.

And BBB equally emphasizes the quality and rigor of its project management, incorporating a collaborative approach that facilitates on-time and on-budget execution of complex projects involving many disciplines and stakeholders. BBB has embraced the latest in evolving technologies to support its dual emphasis on excellence in design and management.

**<NYCDDC (small and medium projects) | PNY32.19 |** *Mission-Driven Design***| 2020-09-25 | N/A>**

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**<NYCDDC | PNY32.15 |** *Design***| 2020-09-11 | N/A>**

We view our public sector work as an integral part of our mission to create design that balances existing resources and with innovation. We believe that architecture serves as the face of an institution to its community and to the public, and must express and communicate the values and vision of the institution to the world at large.

**<NYCDDC (small and medium projects) | PNY32.19 |** *Design***| 2020-09-25 | N/A>**

We view our public sector work as an integral part of our mission to create design that balances existing resources and with innovation. We believe that architecture serves as the face of an institution to its community and to the public, and must express and communicate the values and vision of the institution to the world at large. Rehabilitating existing public buildings is critical to our practice, typically involving the upgrade and seamless integration of building systems as well as meeting technical requirements of code and function.

**<NYCDDC | PNY32.15 |** *Management* **| 2020-09-11 | N/A>**

Our management approach to all our projects emphasizes collaboration and an integrated “one team approach” that requires all team members be involved and heard throughout the entire project, from inception to project close-out. This integrated team approach maximizes the use of latest technologies and is beneficial to the client in helping to balance the importance of design and practical matters of cost, schedule, maintenance, as well as logistical construction issues.

**<NYCDDC (small and medium projects) | PNY32.19 |** *Management***| 2020-09-25 | N/A>**

Our management approach to all our projects emphasizes collaboration and an integrated “one team approach” that requires all team members be involved and heard throughout the entire project, from inception to project close-out. This integrated team approach is especially important on complex public projects with many engineering and technical disciplines involved and the need for close coordination. To that end, we maximize the use of communication tools and the latest technologies, thereby balancing the importance of design and practical matters of cost, schedule, maintenance, as well as logistical construction issues.

**<Greene County Courthouse | ODC27.69 | Experience in Public Buildings | 2022-05-18 | civic, government, dc>**

BBB and our well-tested team, with whom we’ve collaborated for decades, understand that the most effective way to meet these challenges and identify unique opportunities for design excellence is to work collaboratively with our clients while retaining accountability for the full range of project features, from existing conditions to budget. We work from the outset of a project to minimize risk and unknowns by understanding all aspects of existing buildings and their contexts to celebrate their history while amplifying their continued viability. Our renovation projects always start with the compilation of existing conditions analysis including a forensic building study, through site investigations and detailed archival research.

Our project-specific approach is based on research and analysis, a thorough understanding of the cultural context, and the development of appropriate preservation methodologies and new design interventions. We give new life to historic projects through the sensitive and creative integration of contemporary spatial program accommodations, life safety, and infrastructure systems.

BBB has decades of experience working on hundreds of buildings of many eras, continuously applying and deepening our knowledge base. Understanding the requirements for National Register Landmarks and National Register Listed Buildings, historic construction types, assemblies, and potential points of failure has enabled us to proactively predict issues or probe in the right places to find them early on. Our in-house expertise in historic preservation has allowed us the leadership and confidence to determine the best course of action, all in consultation with our clients and with an eye to budget and schedule.

**Food Service/Retail [Higher Ed, Northeastern Prequal, 4/16/2021, PNY32.80; section in blue included in 2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]**

**<PEA Wetherell Complex Renovation | PNY32.47 | Food Service/Retail | 2020-12-16 | N/A>**

We believe that the most successful campus dining halls are reflective of the particular spirit and vitality of their community. New and improved spaces must be welcoming and comfortable, seamlessly integrate highly specific functional requirements and complex service flows, and accommodate a great variety of needs—from the individual’s desire for sophisticated and nutritious dining experiences, to the spontaneous and stress-relieving get-togethers and conversations that punctuate daily life and lead to lifelong friendships.

**<Northeastern Prequal | PNY32.80 | Food Service/Retail | 2021-04-16 | higher ed>**

Dining halls and student centers are important hubs of activity. We believe that the most successful campus dining halls are reflective of the particular spirit and vitality of their community. New and improved spaces must be welcoming and comfortable, seamlessly integrate highly specific functional requirements and complex service flows, and accommodate a great variety of needs—from the individual’s desire for sophisticated and nutritious dining experiences, to the spontaneous and stress-relieving get-togethers and conversations that punctuate daily life and lead to lifelong friendships. At peer institutions including Harvard University, Massachusetts Institute of Technology, Amherst College, and Dartmouth, we have worked with offices of student life, student services, and residential services in order to understand collective needs and how to provide one-stop shopping to meet these needs.

**<Northeastern Prequal | PNY32.80 | Hospitality (Interiors) | 2021-04-16 | higher ed>**Beyer Blinder Belle's hospitality and interior design division adds to the depth and creativity of the firm's architectural and historic preservation practice.  Our interior design and hospitality strengths include new construction, renovation, conversion, rehabilitation and adaptive re-use of existing spaces for hospitality, residential, corporate, retail and historic interiors.  In addition to the New York Yacht Club, our interior design/hospitality division has worked on numerous private clubs such as The Cosmopolitan Club, Fresh Meadow Country Club, Mill River Club, Newman & Leventhal Caterers and The University Club.  Additionally, hotels and resorts have included Doral Hotels & Resorts, Loews Corporation, Inter-Continental Hotels, Westin Hotel Corporation, Sheraton Corporation, etc.

**<Northeastern Prequal | PNY32.80 | Commercial Design| 2021-04-16 | higher ed>**BBB has achieved successful design solutions for state-of-the-art buildings and office spaces through an inclusive process that brings the client and its user groups together with the team of design professionals from the outset of a project. Clients include large and mid-size corporations, institutional and not-for-profit organizations, and professional service businesses such as law and advertising firms.

We understand the ever-changing needs in business operations and systems, flexible work environments and adaptable mechanical, electrical, and communication systems. Our objective is to achieve design and technical excellence and cost-effective solutions that embody the culture and the working needs of our clients. This collaborative environment encourages our team to find solutions that are both creative and appropriate.

**<Northeastern Prequal | PNY32.80 | Approach to Communications | 2021-04-16 | higher ed>**We pride ourselves on being good listeners. We evaluate information impartially without pre-conceived solutions, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated impartially and clearly presented in order to gain the consensus and approval necessary to move the project forward.

**<Northeastern Prequal | PNY32.80 | Design | 2021-04-16 | higher ed>**Whether the design of our buildings reflects the undulating hills of surrounding typography, a highly modernistic urban treatment, or a sculptural structure to become a neighborhood’s new ss, Beyer Blinder Belle strives for timelessness in design.  Our approach to design is highly collaborative:  we never impose a stylistic idea, but always strive to involve our clients and their perspectives into the design aesthetic.  We are also contextual:  our designs always take into account their placement within a particular area, community and culture: they are never considered in isolation but take inspiration from their surroundings.

**<Wharton (Master Space Plan Study) | N/A | Collaborative Approach | 2017-08-17 | N/A>**Good planning and design is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client. We believe that the best projects are a product of equal collaborative effort by the client, end users, us, and our consultants. We take responsibility and care to be facilitators of this collaboration and to interpret program, vision, budget, and schedule into a successful outcome.

Clients select BBB for our ability to listen and evaluate information impartially without preconceived solutions. We believe that programming, planning, and design rely as much on our asking the right questions as upon deriving the right answers. Through clear communication and an accurate interpretation and representation of the program and design, we build the consensus necessary to move the project forward. We take our role as experienced facilitators—of design, construction, and the overall process—very seriously. This ethos is proven through the long-standing and close relationships that we have formed with our academic clients.

**<Buffalo Central Terminal Master Plan | PNY31.71 | Collaborative Approach | 2020-02-26 | N/A>**

Good planning and design is a collaborative process, requiring dedication by the design team and active engagement of the client. We take responsibility and care to be facilitators of this collaboration and to interpret program, vision, goals, and schedule into a successful outcome. Clients select BBB for our ability to listen and evaluate information impartially without preconceived solutions. We believe that programming, planning, and design rely as much on our asking the right questions as upon deriving the right answers. This ethos is proven through the long-standing and close relationships that we have formed with our clients.

**<Skidmore Campus Master Plan | PNY32.49 | Collaboration, Our Approach to Collaboration | 2020-12-17 | N/A>**

Good planning and design is a collaborative process, requiring dedication by the design team and active engagement of the client. We take responsibility and care to be active facilitators of this collaboration and to interpret vision, goals, challenges, and opportunities into a successful outcome. Clients select BBB for our ability to listen and evaluate information impartially without preconceived solutions. We believe that planning and design rely as much on our asking the right questions as upon deriving the right answers. This ethos is proven through the long-standing and close relationships that we have formed with our academic clients.

**<Skidmore Campus Master Plan | PNY32.49 |** Consensus Building **| 2020-12-17 | N/A>**

Consensus-building is a process that begins with dialogue about goals and priorities. We excel at facilitating the creation of a shared vision beyond individual perspectives. To do this, we have developed customized techniques, both in person and virtual, for facilitating this dialogue. At Harvard Business School, we conducted an intensive programming phase at the beginning of the master plan that allowed us to solicit input from more than 200 people in a variety of formats, from one-on-one interviews with the Dean to “town hall” meetings with students and administration. At both Lehigh University and University at Buffalo, we employed audience polling technology to allow for real-time tallying of participants’ priorities and opinions. Surveys, town halls, exhibits, break-out groups, and focus groups are all techniques that we have employed. We tailor the methodology to fit the particular stakeholder group’s interests and size. Consensus is paramount, and it ensures that community members feel they have had a hand in authoring the plan.

**<Skidmore Campus Master Plan | PNY32.49 |** Stakeholder Engagement & Visioning **| 2020-12-17 | N/A>**

Robust community engagement is an integrated part of our planning process and is designed to generate a shared understanding and common language, enabling the community to coalesce around a strong vision. Our collaborative approach engages students, staff, faculty, administration, trustees, and alumni by drawing from our toolkit of engagement techniques customized to suit the interests and size of each stakeholder.

**<Skidmore Campus Master Plan | PNY32.49 |** Consensus **| 2020-12-17 | N/A>**

We have used many different techniques to collaborate with our clients and to create consensus among the many different parties involved in an academic master plan. At Harvard Business School, we conducted an intensive programming phase at the beginning of the master plan that allowed us to solicit input from over 200 people in a variety of formats, from one-on-one interviews with the Dean to “town hall” meetings with students and administration. At both Lehigh University and University at Buffalo, we employed audience polling technology to allow for real-time tallying of participants’ priorities and opinions. Websites, Flickr sites, poster sessions, and focus groups are all techniques that we have employed as well. We tailor the methodology to fit the particular stakeholder group’s interests and size. In the end, consensus is paramount, and it helps end users feel they had a hand in authoring the plan.

**<Houston Buffalo Bayou | N/A | Building Consensus | 2017-01-20 | N/A>**BBB has repeatedly demonstrated the ability to achieve consensus among multi-agency clients, communities, and stakeholders throughout a project’s development. We use many different techniques to collaborate and create consensus among the varied parties involved. For the Seward Park Redevelopment, for example, we conducted a rich and productive dialogue among many stakeholders in order to showcase the community’s vision for integrating mixed-use development, affordable housing, local employment and pedestrian activity. We tailor the methodology to fit the particular stakeholder group. In the end, consensus is paramount and it helps end users feel they have a hand in authoring the plan.

**<Ciszek Hall | N/A | Building Consensus | 2018-07-24 | religious, interiors >**

User buy-in and implementation of a vibrant space is critical for the Jesuit Communities. There may be diverse programs and mission goals. It will be important to listen to the residents that will reside in the new space and ask the right questions to make this new environment successful.

The enrichment of the residential environment will extend to all of the new finish materials and appropriate details that will be cost-effective, easily maintained, contribute to acoustical performance, and are visually appropriate for religious life. We can also select and specify furniture that is appropriate for this use, affordable, attractive, and resilient.

**< N/A | N/A | Consensus | N/A | urban design>**We have used many different techniques to collaborate with our clients and to create consensus among the varied parties involved in an urban design master plan. At Seward Park Mixed-Use Development, we conducted a rich and productive dialogue among many stakeholders in order to showcase the community’s vision for integrating mixed-use development, affordable housing, local employment and pedestrian activity. We tailor the methodology to fit the particular stakeholder group’s interests and size. In the end, consensus is paramount, and it helps end users feel they have a hand in authoring the plan.

**< N/A | N/A | Curiosity | N/A | N/A >**  
Curiosity is ingrained in our philosophy, and supports our commitment to research. It reveals what makes a building, campus, or a city tick—its history, its strengths and weaknesses—and begins to lead us toward creative planning that can enhance that which works best, and fix things that need help. Through research and careful listening to the client and what the building tells us, we come to discovery: the kernel of an idea that unlocks the concept of a plan. This curiosity will enable BBB to fully assess the existing Birmingham Museum of Art and whether it can accommodate expansion.

**<NYC DCC HP Term | N/A | Curiosity, Philosophy & Practice | 2014-09-08 | N/A>**Curiosity is ingrained in our philosophy. Through research and careful listening to the client (and what existing buildings tell us) we come to discovery: the kernel of an idea that unlocks the concept of a plan.

We have found that asking the right questions is as important as recording the answers — in order to understand the client’s vision as well as the program to successfully fulfill both the physical and human requirements of the project. We evaluate information impartially without preconceived solutions, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated impartially and clearly presented in order to gain the consensus and approval necessary to move the project forward.

**< N/A | N/A | Planning Controlled Capital Programs | N/A | N/A >**A vision is only as good as its strategy for implementation. BBB has worked with institutions at all scales and encompassing many contexts and economic conditions to develop truly achievable master plans. Our experience with structuring future capital project needs and funding requirements has ranged from six-figure projects that enhance the campus landscape at Stony Brook University to the multi-billion dollar strategic initiatives that will support unprecedented campus growth at University at Buffalo. We have helped Harvard Business School to target single-project fundraising efforts, and assisted Princeton University in the planning and early implementation stages of two major investments proposed by our Campus Plan.

**< Ciszek Hall | N/A | Working in Existing Buildings | 2018-07-24 | N/A>**  
Our staff has completed many projects that involve the integration of new systems within constricted or sensitive structures, and our experiences have taught us that small changes to a building entry or circulation system, or integration of new technologies and infrastructure, can be as transformative as new architecture in revitalizing buildings and institutions. Equally important to our past experience is the acknowledgement that each new project has its own challenges and opportunities, and each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. Existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

**<South Street Seaport Museum | N/A | Working in Existing Buildings | 2021-04-28 | N/A>**

BBB has completed many projects that involve the integration of new systems within constricted or sensitive structures, including the South Street Seaport Museum (SSSM) and the Frick Collection expansion and renovation. The proposed project team is currently addressing similar issues at the Thompson Warehouse renovation on Water Street where building services are located off site and support more than one building on the block. Coordination with multiple stakeholders including EDC, Howard Hughes, Con Edison, and DEP is critical in understanding the systems and their relationship to other tenants.

**<Atlanta Housing Authority for the Civic Center | N/A | Experience with The District of Columbia Office of Planning | 2018-02-26 | N/A>**

BBB’s community planning work in DC spans several administrations with the Anacostia Waterfront Initiative, DC Vision Plan, and Comprehensive Plan Update. BBB’s neighborhood work in DC supports the Comprehensive Plan and Vision Plan, developing localized context for the themes of equity, connectivity, and sustainability with objectives tailored to the variety of DC communities. NoMA (North of Massachusetts Avenue) created an enduring pedestrian-oriented mixed-use neighborhood with a unique industrial and cultural heritage and strengthened long-term economic viability and environmental sustainability. BBB’s plan included input from the “NoMA Corridor Stakeholders Coalition,” property owners, and residents. Our work in Downtown East, which built upon NoMA’s successes, took a turbulent 1960’s urban renewal history and built a collective vision through a successful dialogue among community groups, federal and city agencies, and other stakeholders. Adams Morgan Vision Framework identified and articulated a vision for continued development. A cultural center of DC’s Latin American community, Adams Morgan is undergoing rapid physical and demographic change, unsettling some of its traditional identity. BBB provided a series of bilingual engagement processes aimed at listening to as many of the diverse communities as possible, including: a graphic neighborhood profile booklet, a half-day community workshop with a graphic recorder, walking tours, “community office hours,” an online forum, a Business Improvement District partnership, outreach to Latino-owned businesses, and an action plan identifying goals and recommendations.

**<N/A | N/A | Experience with Courthouses | 2019-10-01 | N/A>**BBB has worked on a number of Courthouses resulting from the Administrative Office of US Courts Nationwide IDIQ, including the US Bankruptcy Court, Chattanooga, TN; Howard H. Baker, Jr. US Courthouse, Knoxville, TN; Richard C. Lee US Courthouse, New Haven, CT; US Courthouse and Federal Building, Hartford, CT; and the US Courthouse and Federal Building, Burlington, VT. As part of the General Services Administration Design Excellence Program, BBB has worked on the Historic DC Courthouse, Washington, DC; Thurgood Marshall US Courthouse, New York, NY; and the US District Court for the Northern District of Florida, Pensacola, FL.

BBB's partnership with the DC Courts System also includes the phased renovation and expansion of the H Carl Moultrie Courthouse and the renovation and expansion of the historic 410 E Street DC Courts building. Additionally, BBB was the lead designer and architect of record for the award-winning Queen Anne’s Circuit Court, Centreville, MD.

List option:

* 410 E Street (former Juvenile Court), Washington, DC
* Administrative Office of US Courts Nationwide IDIQ (several court facilities – nationwide)
* H. Carl Moultrie Courthouse, Washington, DC
* Historic DC Court of Appeals, Washington, DC
* Queen Anne’s Circuit Court, Centerville, MD
* Richard C. Lee US Courthouse, New Haven, CT
* Thurgood Marshall US Courthouse, New York, NY
* US Bankruptcy Court, Chattanooga, TN
* US Courthouse and Federal Building, Burlington, VT
* US Courthouse and Federal Building, Hartford, CT
* US District Court for the Northern District of Florida, Pensacola, FL
* US Supreme Court, Washington, DC

**<South Street Seaport Museum | N/A | Work with Educational and Cultural Institutions | 2021-04-28 | N/A>**

BBB has extensive experience in creating visionary yet achievable plans for museums. BBB is experienced in contemporary museum design including additions in historic settings. Our museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, the display and storage of art, public circulation, event space, education, and infrastructure. Emblematic projects include the new visitor’s center at the Brooklyn Navy Yard – a renovation and addition to a historic structure that is the gateway to the Brookly Navy Yard, and the renovation of Andrew Carnegie’s mansion on the Upper East Side of Manhattan for the Cooper Hewitt National Design Museum, which included all-new infrastructure and expanded galleries within a landmarked house.

**<Art Students League | N/A | Work with Educational and Cultural Institutions | 2018-03-30 | N/A>**When cultural and not-for-profit organizations engage in building projects, they inevitably also re-shape themselves. BBB is committed to the process of institution-building in the fullest sense. We work collaboratively with our clients to create customized programs and inspired spaces that transform institutions. BBB has extensive experience in creating visionary yet achievable plans for cultural and not-for-profit institutions. As growing and evolving institutions, our clients have worked with BBB not just on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for more than a decade. We believe that developing mutual trust, communication, and understanding of our clients’ missions is critical to building successful projects together.

Planning and design for educational institutions has been central to BBB’s practice throughout our history. Educational institutions are complex, multi-layered communities that resonate with BBB’s philosophy. The demands on academic facilities have never been greater; modern institutions require more intensive, flexible, and creative approaches to academic projects. As planners and urban designers, our approach incorporates an understanding of the many factors and forces that affect the shaping of campus and community. As architects, we offer the technical expertise to both optimize existing facilities and plan for new buildings, addressing programmatic requirements and the spaces that will best support them.

BBB also has extensive experience in creating visionary yet achievable plans for museums. BBB is experienced in contemporary museum design including additions in historic settings. Our museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, the display and storage of art, public circulation, event space, education, and infrastructure.

**<Met 5th Floor Installer Studio | PNY31.16 | Approach to Planning and Design of Museum Projects | 2019-09-16 | N/A>**

When cultural and not-for-profit organizations engage in building projects, they inevitably also re-shape themselves. BBB is committed to the process of institution-building in the fullest sense. We work collaboratively with our clients to create customized programs and inspired spaces that transform institutions. BBB has extensive experience in creating visionary yet achievable plans for cultural and not-for-profit institutions. As growing and evolving institutions, our clients have worked with BBB not just on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for more than a decade. We believe that developing mutual trust, communication, and understanding of our clients’ missions is critical to building successful projects together.

BBB is experienced in contemporary museum design including renovations and additions in historic settings. Our museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, the display and storage of art, public circulation, event space, education, and infrastructure.

**<NYCEDC - DBCD South Site | N/A | Work with Cultural Institutions (NYC) | 2015-04-20 | N/A>**Designing performance spaces and cultural venues has been a significant and meaningful part of BBB’s portfolio since its inception. We have had many opportunities to work with clients and non-profit organizations who contribute to the dynamic culture and vitality of New York City, including Mark Morris Dance Group, Apollo Theater, Beacon Theatre, Manhattan School of Music, Rubin Museum, Metropolitan Museum of Art, The Morgan Library & Museum, Cooper Hewitt, Smithsonian Design Museum, the New-York Historical Society, and Lincoln Center for the Performing Arts.

As growing and evolving institutions, these clients have worked with BBB not just on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for more than a decade. We believe that developing mutual trust, communication, and understanding of our clients’ mission is critical to building successful projects together. BBB’s approach balances creating stimulating environments with meeting the high level of acoustic, audio-visual, and other technical criteria that successful performance and cultural spaces require.

**<Cincinnati Museum Center | N/A | Work with Cultural Institutions (Short) | 2015-03-06 | N/A>**  
BBB has extensive experience with cultural and not-for-profit institutions, including the Metropolitan Museum of Art, The Morgan Library & Museum, Cooper-Hewitt, National Design Museum, and Lincoln Center for the Performing Arts. As growing and evolving institutions, these clients have worked with BBB not just on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for ten years and more. We believe that developing mutual trust, communication, and understanding of our clients’ mission is critical to building successful projects together.

**<Harvard Hillel | PNY33.07 | Cultural and Religious Places of Gathering | 2021-07-16 | N/A>**

We work collaboratively with our clients, often over the course of many years, to create customized programs and inspired spaces that transform institutions and help them stay vital. Our portfolio includes buildings for diverse cultural and religious institutions united by their imperative, like Harvard Hillel’s, to foster interaction, exchange of ideas, and an authentic sense of place.

**<Sing Sing Prison Museum | N/A | Design in Historic Settings | 2018-06-22 | N/A>**  
Robust contemporary architecture and vibrant, well-maintained historic buildings can strengthen and complement one another to form a diverse whole and establish an inter-generational conversation that continues to inform the life of an institution. New architecture within a historic campus must first respond to campus planning principles that emphasize the coherence of the entire site, unified by landscape, while also forming a strong identity that celebrates its function and its role within the campus. This is especially true for spaces that are destinations for the entire campus community, where openness and engagement are key attributes. When thoughtfully conceived and carefully integrated, a new building may form subtle contrasts with its surroundings, such as emphasizing transparency and lightness to balance the solidity of surrounding structures.

**<Mayflower Mtn Resort Pioche Village | PNY31.98 | Design Approach | 2020-05-28 | N/A>**

The development of the [Mayflower Mountain Resort] as the first step in your long-term vision is an opportunity to provide your guests with the best mix of entertainment, dining, and first-class overnight accommodations. Our goal in working with you is to contribute to the future of the Mayflower Mountain Resort vision and to build upon its key assets, so that architecture creates engaging and iconic design to propel this mixed- use development forward.

We approach our work as architects with the curiosity of generalists; we are specialists in creating exceptional design solutions for difficult challenges and sensitive sites. We are creative problem solvers who prefer the challenge of a difficult puzzle to an easy one. BBB projects are frequently constrained by their unique context, programmatic demands, tight budgets, and/or technical challenges.

BBB’s practice is rooted in both architecture and planning. On all of our projects, we infuse our architectural approach with a planning sensibility so that our designs are both successful at the planning scale and as buildings. Our approach to the Pioche Village residential complex design is to respond not only to the building program and technical challenges but ultimately to a much broader large-scale development. Our goal is to craft an experience that embodies the Mayflower Mountain Resort spirit and energy. This offers an opportunity to define a welcoming, all-inclusive experience.

Our design work does not derive from preconceived formal ideas. Rather, it is generated from a deep understanding of the developer’s vision, program, and specifically of the project at hand. We treat each project as a unique design opportunity. We do not focus exclusively on building form, but rather on design process and an integrated approach.

By understanding your long-term vision, site constraints, and opportunities on both a planning and building level, we will create a residential complex that is a catalyst for an exciting and vibrant mixed-use development and neighborhood, a great place and destination.

**<Mayflower Mtn Hotel & Condo | PNY31.77 | Design Approach | 2020-03-02 | N/A>**

The development of the [Mayflower Mountain Resort] as the first step in your long-term vision is an opportunity to provide your guests with the best mix of entertainment, dining, and first-class overnight accommodations. Our goal in working with you is to contribute to the future of the Mayflower Mountain Resort vision and to build upon its key assets, so that architecture creates engaging and iconic design to propel this mixed- use development forward.

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**<Parx Hotel Casino | PNY31.58 | Design Approach | 2020-02-07 | N/A>**

The development of the [Mayflower Mountain Resort] as the first step in your long-term vision is an opportunity to provide your guests with the best mix of entertainment, dining, and first-class overnight accommodations. Our goal in working with you is to contribute to the future of the Mayflower Mountain Resort vision and to build upon its key assets, so that architecture creates engaging and iconic design to propel this mixed- use development forward.

We approach our work as architects with the curiosity of generalists; we are specialists in creating exceptional design solutions for difficult challenges and sensitive sites. We are creative problem solvers who prefer the challenge of a difficult puzzle to an easy one. BBB projects are frequently constrained by their unique context, programmatic demands, tight budgets, and/or technical challenges.

BBB’s practice is rooted in both architecture and planning. On all of our projects, we infuse our architectural approach with a planning sensibility so that our designs are both successful at the planning scale and as buildings. Our approach to the Pioche Village residential complex design is to respond not only to the building program and technical challenges but ultimately to a much broader large-scale development. Our goal is to craft an experience that embodies the Mayflower Mountain Resort spirit and energy. This offers an opportunity to define a welcoming, all-inclusive experience.

Our design work does not derive from preconceived formal ideas. Rather, it is generated from a deep understanding of the developer’s vision, program, and specifically of the project at hand. We treat each project as a unique design opportunity. We do not focus exclusively on building form, but rather on design process and an integrated approach.

By understanding your long-term vision, site constraints, and opportunities on both a planning and building level, we will create a residential complex that is a catalyst for an exciting and vibrant mixed-use development and neighborhood, a great place and destination.

**<Washington Convention Center | ODC28.25 | Design Approach | 2023-06-05 | commercial, retail, reuse, architectural interiors>**

BBB’s design philosophy is based on the belief in the power of architecture to empower people—their interactions with each other and their connections to the physical fabric. Our work is generated from a deep and complete understanding of a project's context—both the physical surroundings that define and impact a site and the cultural context which define a project’s objectives. BBB has no "one design fits all" approach; we succeed in designing spaces that consistently enliven neighborhoods, streets, and storefronts because we acknowledge and reflect their specific environment.

In our ongoing work with Events DC on the Walter E. Washington Convention Center, the 9th Street NW kiosks are flexible, attracting and accommodating a diverse array of retailers. These spaces take advantage of the unique relationship between the street and the interior of the Convention Center. Still, BBB understands the necessity for brand consistency across a diverse portfolio; we routinely incorporate client design standards and performance, policy, and technical criteria in the programming, design, and documentation of buildings. We bring integrity to both brand consistency and the qualities of place. The 9th Street NW kiosks also operate on this scale, presenting a cohesive design which unifies and invigorates the entire street. BBB's efforts, particularly during Construction Administration, finely calibrated the details at each kiosk to ensure a cohesive look despite varying site conditions.

We appreciate and thrive in the creative space where building performance metrics meet the unique and special aspects of individual buildings and structures. We are skilled problem-solvers who are flexible, creative, and experienced in working in existing buildings. We maintain design intent and budget despite unforeseen existing conditions, which can occur in any building - no matter how old.

BBB will ensure that each decision made in this next phase for Nationals Park First Street retail spaces will enable the vision of the tenant who moves in next - acting as a launch pad, rather than a constraint. We know creation of good architecture is a collaborative process, requiring extraordinary dedication by the design team and active engagement of the client. We take responsibility and care to be facilitators of this collaboration, and to interpret program, vision, budget, and schedule into a successful architectural outcome. Through clear communication and an accurate interpretation and representation of the program and design, we build the consensus necessary to move the project forward. This ethos is proven through the long-standing and close relationships that we have formed with our clients.

Close coordination with our consultant team ensures that critical decisions for each scope are flagged appropriately as inflection points, with all parties understanding any implications and trade-offs between options before proceeding. At the same time, we understand that these individual spaces are contribute to a larger whole: both in the neighborhood and Events DC's portfolio.

**<University of Kansas Multipurpose Venue | ONY34.52 | Design Philosophy | 2022-12-02 | education, higher ed, mixed-use, planning, urban design>**

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Our design philosophy applies equally to the four skill sets for which we have achieved our reputation: master planning for campuses and cities, rehabilitation and adaptive re-use of historic buildings, restoration of landmarks, and the integration of contemporary architecture within historic settings. We are better architects because we are also planners. That is, our ability to infuse our architectural approach with a planning sensibility assures our clients that our designs are both visionary and achievable. Our approach is responsive not only to the building program but also to larger scale campus and community forces.

Curiosity is ingrained in our philosophy. Through research and careful listening to the client (and what existing buildings tell us) we come to discovery: the kernel of an idea that unlocks the concept of a plan.

We have found that asking the right questions is as important as recording the answers—in order to understand the client’s vision as well as the program to successfully fulfill both the physical and human requirements of the project. We evaluate information impartially without preconceived solutions, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated impartially and clearly presented in order to gain the consensus and approval necessary to move the project forward.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence.

<PEA Academy Building | PNY32.91 | Design Philosophy | 2021-06-18 | N/A>

Our mission, as creators and curators of the built world, is to provide people with an environment of beauty and comfort, of contemporary relevance and timeless endurance. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. To accomplish this mission, we carry on our founding partners’ commitment to a collaborative process as the best way to bring creative thinking to our clients.

BBB believes that architecture can empower people and influence their interactions with each other and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Rather, it is generated from a deep understanding of the project’s context.

This context is two-fold: it is the physical surroundings that define and impact the site and it is the cultural context within which the project’s objectives are defined. For institutional projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations.

Our design philosophy applies equally to the four skills sets for which we have achieved our reputation: rehabilitation and adaptive reuse of historic buildings, restoration of landmarks, integration of contemporary architecture within historic settings, and master planning for campuses and cities. We believe that robust contemporary architecture and vibrant, well-maintained historic buildings can strengthen and complement one another to form a diverse whole and establish an inter-generational conversation that continues to inform the life of a community.

BBB prides itself on the hands-on engagement of our 12 partners, whose commitment to creative and technical excellence imbues our whole practice, providing leadership and mentorship to staff in our three offices. These standards, and our shared values of collaboration and communication, are fostered in our studios, and translate to our client relationships.

**<Harvard Hillel | PNY33.07 | Design Philosophy | 2021-07-16 | N/A>**

Our mission, as creators and curators of the built world, is to provide people with an environment of beauty and comfort, of contemporary relevance and timeless endurance. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. To accomplish this mission, we carry on our founding partners’ commitment to a collaborative process as the best way to bring creative thinking to our clients.

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**<Barnard College | N/A | Design Philosophy | 2021-04-06 | N/A>**

Our design philosophy supports our mission. Our design is generated from a deep understanding of the project’s context—the physical surroundings that define and impact the site and the cultural context within which the project’s objectives are defined. For educational projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations. Our buildings are built to provide a durable and lasting expression of their values for generations to come.

**<PEA Wetherell Complex Renovation | PNY32.47 | Design Philosophy | 2020-12-16 | N/A>**

Our design philosophy supports our mission. Our design is generated from a deep understanding of the project’s context—the physical surroundings that define and impact the site and the cultural context within which the project’s objectives are defined. For educational projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations. Our buildings are built to provide a durable and lasting expression of their values for generations to come.

<NYCDDC Large Firm Contracts | N/A | Design Philosophy | 2020-09-12 | N/A>

BBB believes that architecture can empower people and influence their interactions with each other and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Rather, it is generated from a deep understanding of the project’s context.

This context is two-fold: it is the physical surroundings that define and impact the site and it is the cultural context within which the project’s objectives are defined. For institutional projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations.

Our design philosophy applies equally to the four skills sets for which we have achieved our reputation: rehabilitation and adaptive reuse of historic buildings, restoration of landmarks, integration of contemporary architecture within historic settings, and master planning for campuses and cities. We are better architects because we are also planners. Our approach is responsive not only to building program but to larger scale community and urban forces.

<NYCDDC Technical Design Requirements Contracts for Small and Medium Firms | PNY32.19 | Design Philosophy | 2020-09-25 | N/A>

BBB believes that architecture can empower people and influence their interactions with each other and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Rather, it is generated from a deep understanding of the project’s context.

This context is two-fold: it is the physical surroundings that define and impact the site and it is the cultural context within which the project’s objectives are defined. For institutional projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations.

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Adapting older structures for new uses is a potent expression of BBB’s design philosophy. Throughout our history, we have been champions of adaptive re-use, infusing new life into historic buildings. It is this transformation that excites us the most—unlocking the hidden potential that is embodied in an existing building. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, or systems upgrade, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting. New technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions.

We take great pride in our reputation for thorough construction documentation and durable technical solutions. We place an equal emphasis on construction phase services, enabling design intent to be followed through into built form.

BBB’s design philosophy very much aligns with NYCDDC’s culture and mission—as we consistently work to deliver public buildings, spaces, and infrastructure that support a thriving, equitable, sustainable, and resilient city.

**<Yale Schwarzman Center | N/A | Design Philosophy | 2015-07-06 | N/A>**BBB’s design philosophy is based on the belief in the power of architecture to empower people—their interactions with each other and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Rather, it is generated from a deep understanding of the project’s context. This context is two-fold: it is the physical surroundings that define and impact the site, and it is the cultural context within which the project’s objectives are defined. For institutional projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings and its time, and of our clients’ programmatic aspirations.

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Adapting older structures for new uses is perhaps the most potent expression of BBB’s design philosophy. Throughout our history, we have been champions of adaptive re-use, infusing new life into historic buildings. It is this transformation that excites us the most – unlocking the hidden potential that is embodied in an existing building. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting.

We do not see program scope, schedule or costs to be constraints on a project. Rather, they are parameters, much like the context of a building. We enjoy working creatively within these parameters. Most projects, and certainly academic projects, gauge success by the ability to stay on schedule. In particular, we are familiar with university schedules, which often put pressure to make the most of summer months, and minimize disruption during active semesters. We believe that early phase exploration of the existing building, and a clear and linear decision-making process facilitated by the A/E team, are keys to maintaining a consistency and quality of design as the project progresses, and helps to avoid late and painful compromises to scope and design.

Early and frequent cost modeling is a way to make sure that programmatic and architectural aspirations are achievable within the project budget. While we believe that the fundamental design approach should be locked in at the Schematic Design phase, the quality of the design will remain consistent as we explore details and finishes that further articulate the architectural concept.

Our knowledge from prior projects, and a collaborative relationship among BBB, the client, and the construction manager will help keep the design, and project, on track. While each party has its area of expertise and interest, each needs to care equally about the elements of the project’s success: design, function, schedule, and budget.

**<Juilliard School MP | N/A | Design Philosophy (Short) | 2020-04-01 | N/A>**

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Our design philosophy applies equally to the four skill sets for which we have achieved our reputation: rehabilitation and adaptive reuse of historic buildings, restoration of landmarks, integration of contemporary architecture within historic settings, and master planning for campuses and cities. We are better architects because we are also planners. Our approach is responsive not only to building program but to larger scale campus and community forces.

**<92Y New Dance Studio | N/A | Design Philosophy (Short) | 2019-05-01 | N/A>**  
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Our design philosophy applies equally to the four skill sets for which we have achieved our reputation: rehabilitation and adaptive reuse of historic buildings, restoration of landmarks, integration of contemporary architecture within historic settings, and master planning for campuses and cities. We are better architects because we are also planners. Our approach is responsive not only to building program but to larger scale campus and community forces. For the design of additions to existing structures, BBB endeavors to create a distinct stylistic contrast, seeking a combined expression of composite form that complements old and new equally.

**<Harvard House 6 | N/A | Design Philosophy (Short) | 2017-03-28 | N/A>**   
  
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We believe that robust contemporary architecture and vibrant, well-maintained historic buildings can strengthen and complement one another to form a diverse whole and establish an inter-generational conversation that continues to inform the life of an institution. New architecture within a historic campus must first respond to campus planning principles that emphasize the coherence of the entire site, unified by landscape, while also forming a strong identity that celebrates its function and its role within the campus.

**<Comp Sci High | PNY31.57 | Design Philosophy, Education | 2020-01-21 | N/A>**

Architecture can empower people and influence their interactions with each other and their connections to the physical fabric. Our designs are generated from a deep understanding of the project’s context. This context is two-fold: the physical surroundings define and impact the teaching and learning spaces, and it is the cultural context that shapes the project’s objectives. For educational projects, we come to understand this context through deep exploration of the mission and culture of the institution. We believe a design is successful if it is both an appropriate space for its users and a product of our client’s programmatic aspirations.

BBB understands that Comp Sci High intends to retain the services of the A/E team for two distinct project phases for the purpose of selecting the location of its new school in the Bronx and developing a compelling and bold architectural vision for the new facility.

During the course of the Phase I “Discovery”, it will be the A/E team’s goal to fully understand the goals of Comp Sci High—not just in terms of the program and existing facilities, but also the history and context of the school’s priorities and organization; and to build consensus across the entire project team on the strategies that will realize that vision.

**<Nobu Hotel | PNY34.38 | Experience with New York City Landmarks | 2022-10-21 | confidential>**

BBB has decades of experience working on hundreds of buildings of many eras, continuously applying, deepening, and sharing our knowledge base. Understanding the requirements for National Register Landmarks and National Register Listed Buildings, as well as buildings within historic districts, lesser known older properties, buildings with historically sensitive interiors, historic construction types, and assemblies, has allowed us the leadership and confidence to determine the best course of action in restoration and rehabilitation, all in consultation with our clients and with an eye to budget and schedule. We have many projects, in particular, that fall within the Upper East Side Historic District. BBB’s substantial track record in historic preservation has resulted in successful working relationships with federal, state, and local public agencies such as the Advisory Council on Historic Preservation, State Historic Preservation Offices, and Landmarks Preservation Commissions. Our staff are thoroughly familiar with complying with the Secretary of Interior’s Standards for the Treatment of Historic Properties in the areas of preservation, rehabilitation, restoration, and reconstruction.

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**Research + Innovation [2020, 9/12; NYCDDC Large Firm Requirements Contract, PNY32.15] also in [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Firms PNY32.19]**

Curiosity is ingrained in our philosophy. And research, borne of curiosity, is part and parcel of our entire practice, encompassing the study of optimal social housing and urban design approaches during the firm’s early years; careful listening to our clients, stakeholders, and what existing buildings tell us; rigorous study of a building’s historic context and evolution; as well as materials research, design innovation, and investigation of emerging technologies through design competitions and other firmwide initiatives including RED and D2P.

**Design Leaders [2021, 3/11; MIT On-Call Architects, Interior Space Renovatinos, PNY32.68]**

BBB’s success in meeting these challenges as design leaders is built on a philosophy of engagement, analysis, and creativity. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for academic facilities achieve an elegant simplicity that clarifies and synthesizes disparate space needs and building functions. Our design vision starts with a thorough understanding of the programming and space needs as well as the existing constraints. By applying these evaluative skills in the early phases of a project, we ensure that the design vision is grounded in the realities of existing conditions, site context, and cost parameters.

Our track record of outstanding academic design is supported by our successful practices in campus planning, facilities assessment, and feasibility studies. We bring broad expertise to the table in every academic design effort, with a unique mix of staff talent tailored to the specific needs of each client. Our designers share a desire for collaboration, an appreciation for lifelong learning, and a passion for developing both the big picture and the smallest detail.

**Design, Research, and Innovation [2017, 06/08; Gilbane NYCEDC Solar 2 project]**

Our design philosophy applies equally to the four skill sets for which we have achieved our reputation: rehabilitation and adaptive reuse of historic buildings, restoration of landmarks, integration of contemporary architecture within urban and historic settings, and master planning for campuses and cities. We are better architects because we are also planners. That is, our ability to infuse our architectural approach with a planning sensibility assures our clients that our designs are both visionary and achievable. Our approach is responsive not only to building program but to larger scale campus and community forces. BBB is also committed to research and innovation throughout the design and development of our projects as well as more generally as a practice, as evidenced by our RED (Research, Exchange, Develop) firm wide research initiative.

**Research and Innovation [2017, 06/08; Gilbane NYCEDC Solar 2 project]**

As part of its ongoing commitment to research and innovation in all aspects of its practice, BBB launched a major firm wide initiative called RED (Research, Exchange, Develop) in 2015. RED was created to:

• promote research, investigation and knowledge of new and innovative materials, processes, and methodologies;

• encourage a culture and community of open dialogue, inquiry, creativity, and critical exchange; and

• foster development and propagation of ideas and applications that align with BBB’s practice and culture.

In addition to sponsoring ongoing research, material- and innovation-related programs, tools, and resources for the firm, in spring 2016, RED inaugurated a firm-wide Research Award competition, designed to support innovative ideas that have the potential to positively disrupt BBB’s practice – how we work and how we design.

Ten provocative proposals – ranging from conceptual ideas and social issues to material, fabrication, and technology – were submitted by individuals and teams from both the New York and Washington DC offices. Two winning teams, each of which received a stipend to advance their research, were selected by consensus by a blind jury comprised of a cross section of BBB and outside design professionals.

Both winning teams explored new ways of using existing BBB technologies, but through distinctly different concepts: Data Driven (Urban) Design advances the collective knowledge and data base of NYC and DC waterfronts, engaging GISmapping tools to generate data-rich urban design models.

FABRICation – Flexible Adaptable Block, a Responsive and Intelligent Construct, is more intimate in scale as well as more open-ended regarding anticipated outcomes. It combines material exploration of fabric through knitting and crocheting, with a parallel digital and technological exploration of design through parametric application, ultimately expressed in a physical installation. BBB is currently in the process of evaluating proposals received from staff as part of the second annual RED Research Award.

**Design Approach [2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]**

Our design approach is guided by the external drivers that set the conditions for design and is facilitated by the tools we have developed to explore its full potential. In the next pages, we answer the questions you have posed about those drivers and our process, with illustrations of that process from our recent design and construction of Beren Hall, a 41-bed dormitory in the historic River District on Harvard University’s campus.

We recognize that (almost) any design project has parameters, and in fact, we thrive on those constraints. The bones of an existing building, the footprint of neighboring structures, the regulatory requirements, and the fabric of the physical context all inspire us to seek out creative solutions to the most complex problems. This is what we are known for, and it is what makes us passionate about what we do.

We also recognize that parameters and assumptions already exist for the Wetherell Complex project. We will incorporate your assumptions—such as the extent of layout modifications in the residence halls, or the scope of restoration—but we will also query them, as we immerse ourselves in the project. We feel this is an important role of the architect, as an interpreter of your mission and intentions.

The internal structure of our design process is a collaborative one. Liz Leber, as the Partner-in-Charge, will provide overall design direction and communicate the firm’s design philosophy through that direction. This input is crucial in the Concept phase and continues actively through the documentation phases. The Project Architect, Nate Rogers, leads the initial programming and planning, the development of options, and materials and associated research. The Project Manager, Steve McHale, has the important role of making sure the design addresses overall project parameters, such as budget, schedule, and sustainability goals. This leadership team is supported by staff who are agile with visualization, modeling, and the tools we use to thoroughly explore and refine our design

**Design Schedule [2020, 2/14 Park Tower Group PNY31.67] also used in [2020, 2/7 Parx Hotel Casino PNY31.58] and [2020, 1/21 Comp Sci High PNY31.57]**

Our management approach to our projects begins with a well-thought-out and attainable design schedule. The design schedule is our road map to a successful project and should illustrate all the pertinent items required to achieve completion of the project. This focus on schedule does not restrict creativity, but rather the opposite: it allows the client to clearly understand the time requirements to achieve an excellent design, while also directing the design team down the proper path regarding the client’s financial goals. During the schematic design phase, we will prepare a preliminary design schedule that includes the various critical tasks for this project, while addressing your construction milestone deadlines. This will allow for a clear understanding of the various tasks for this project, the time allocations for each task, and the coordination requirements among all team members, including the client.

**Dining and Conference Facilities [2017,07/13 – FRBNY 12th Floor Renovation]**

BBB has more than 35 years of planning and design experience in institutional and corporate interior rehabilitation projects with food service and dining facilities, including cafes, cafeterias, restaurants, and food concourses. We have also designed conference centers where food service is a significant focus in the dining and meeting spaces.

Many of our projects required a tiered meeting and auditorium space for the various functions of our client’s programs. State of the art acoustics, audio-visual systems, information technology, and entertainment functions are held in these facilities.

**Dormitories [2017,11/15 – International House] used in [2020. 9/16 DCAMM House Doctor ONY32.20]**  
BBB has wide experience on dormitories, including recent student housing projects at Manhattan School of Music and House Renewal at Harvard University. The key to making dormitory life meaningful is getting students to view the residence hall as their home. This requires a mix of spatial planning to encourage group interaction at a range of scales and enticing social opportunities within the residential setting to draw students out of their rooms. Social spaces in dorms must be visible, flexible, and inspire a sense of ownership among the entire student community. Study nooks and residential common spaces encourage chance meetings and provide venues for group study. Spaces that can enhance the traditional program of student housing range from seminar rooms and meditation and fitness areas, to larger-scale spaces for social gatherings, lectures, and formal events.

Intro paragraph to above used in [2020, 9/16 DCAMM House Doctor ONY32.20]

BBB has wide experience with both graduate and undergraduate housing. We have programmed, planned, renovated, and built student housing for thousands of beds. Our breadth of work includes renovation of two Houses, including a 41-bed addition at Winthrop House at Harvard University; retrofitting market housing for student use at Harvard University’s Swing for House Renewal project; the gut renovation of turn-of-the-century residence halls for Union Theological Seminary in New York City’s Morningside Heights neighborhood; and a vertical campus for Manhattan School of Music.

**Religious Organizations & Ecclesiastical Experience [Last Updated: 07/24/2018 Ciszek Hall]**BBB has extensive experience in design services for religious institutions, including historic building preservation and restoration, the design of worship space, community space, clergy and staff offices, and residences within existing and new buildings. We offer creative solutions for revitalizing the interior environment. Our architects and designers are experienced in the creation of efficient and attractive spaces as well as inspiring spiritual places. We pride ourselves on the dedication we provide, meeting challenges, creating and fulfilling the goals of each client, and building consensus among groups for an implementable vision to meet today’s ever-changing needs.

Our objective is to achieve design and technical excellence and cost-effective solutions that embody the vision, programming needs, and culture of our clients. We have created a range of appropriate designs that reflect the identity of our clients and their important missions.

BBB has worked with many ecclesiastical clients on the design of worship spaces including Episcopal Church Center, New York; Temple Beth-El, Great Neck, NY; Grace Church, St. Thomas Church, New York, NY; and Riverside Church, New York, NY. We have a standing relationship with the NYC Jesuit Communities and have executed residences for Jesuit Priests and Brothers as well as some of the Provincial’s social and administrative program spaces. Each space is customized, its design in close collaboration with the clergy, members of the congregation, and artists and craftsmen. Our architectural projects for Christian and Jewish congregations have included custom light fixtures, organ enclosures, integrated sound systems, murals, pews, frames and pedestals for religious works of art, and liturgical elements that are the physical framework for the worship experience. These elements include altars, pulpits, tabernacles, arks, cathedrae, baptismal fonts, confessionals, ambries and crucifixes.

**Religious Organizations & Ecclesiastical Experience [2020, 9/11 St. Patrick’s Cathedral Maintenance Audit PNY 32.22]**

BBB has extensive experience in design services for religious institutions, including historic building preservation and restoration, the design of worship space, community space, clergy and staff offices, and residences within existing and new buildings. Each space is customized, designed in close collaboration with the clergy, members of the congregation, and artists and craftsmen. Each project is a reflection of the mission of the institution and of the culture of the community it serves.

**Ecclesiastical Experience (slight variation [Last Updated: 2019,8/29 St. Vartan Cathedral, Building Assessment, Cultural\_Sacred]**

BBB has worked with many ecclesiastical clients on the design of worship spaces including Episcopal Church Center, New York, NY; Temple Beth-El, Great Neck, NY; Grace Church, Brooklyn Heights, NY; St. Thomas Church, New York, NY; and Riverside Church, New York, NY. We have also designed a wide range of liturgical elements on these and other projects. Each element is a custom design developed in close collaboration with the clergy, members of the congregation, and artists and craftsmen. The range of projects for Christian and Jewish congregations includes light fixtures, organ enclosures, integrated sound systems, murals, pews, frames and pedestals for religious works of art, and liturgical elements that are the physical framework for the worship experience. These elements include altars, pulpits, tabernacles, arks, cathedrae, baptismal fonts, confessionals, ambries, and crucifixes. We have designed liturgical elements at the Cathedral of the Blessed Sacrament, Sacramento, CA; Cathedral of the Madeleine, Salt Lake City, UT; Church of the Heavenly Rest, New York, NY; St. Thomas Church, New York, NY; and Temple Emanu-El, New York, NY.

**Engagement + Consensus [2020, 9/25, NYCDDC Technical Design Requirements Contract (Small and Medium Projects)\_PNY32.19]**

BBB places great value on our ability to listen, engage, and formulate consensus among diverse users, constituencies, and stakeholders.

Our engagement process is carefully tailored to each project, reflecting sizes of groups and stakeholder schedules—maximizing the effectiveness of outreach efforts and productivity of each dialogue. A successful process provides stakeholders with a sense of agency, ownership, and pride in the resulting plan.

**Environmental Graphics — An Embedded Experience [5/4/14\_NYSOPRHP Long Island Term**  
The designers and planners at BBB are truly collaborative — committed to craft and consensus. Over the years we have grown an embedded environmental graphics group that works seamlessly and sensitively to further the goals of our clients. Communications are focused, craft is prized, and challenges are met efficiently, with interdisciplinary ingenuity. We marry the expertise, experience, and agility of a design consultancy with the access and fine-grained knowledge of an internal department.

**HOW WE WORK AT BBB [2022, 02/14 College of Charleston Master Plan] ONY33.70**

BBB actively fosters a culture of and commitment to creative and technical excellence. United by a shared mission to engage the dynamic interaction of past and present within the urban built environment, the firm’s 13-partner leadership team ensures that our offices explore the full range of restoration, creative contemporary design, and planning.

At BBB, we are open to a variety of perspectives, and we seek to procure and nurture diversity of thought in our project teams. In the execution of our professional services, we actively encourage the involvement of local, minority, and women-owned businesses. We are equally committed to equity and diversity within our own staff.

In 2020, BBB established an Equity, Diversity, and Inclusion (EDI) Task Force to advance our commitment and to further address racial inequities in the office and across the industry. We have always recruited from a wide range of personal and professional backgrounds, and the EDI Task Force has improved these processes, as seen through a pilot resume review effort that is university-blind and the Beyer Blinder Belle Foundation’s recently launched scholarship program for Department of Architecture students at Howard University.

Several other staff-catalyzed and staff-led initiatives at BBB animate our culture. They include Open Channel, a precursor to the EDI Task Force, that supports and promotes the advancement of women and minorities in the office and the profession. They also include our research and development initiative, Research Exchange Develop (RED), which directly promotes research and knowledge sharing about new materials, processes, and methodologies, and fosters open dialogue, inquiry, creativity, and critical exchange across the practice.

In our client engagements and staff initiatives, we are working to achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. BBB has a history of sustainable practice, stemming from the firm’s experience in adapting, enhancing, and extending the life of existing buildings. We consistently work with our clients to find new and innovative ways to make projects more energy efficient, to reduce their negative impacts on the environment, and to incorporate smart building practices into our design process.

**COLLABORATIONS, MENTORING, AND INTERNSHIPS [2022, 02/14 College of Charleston Master Plan] ONY33.70**

Our work with universities often includes collaboration, mentorship, and internships with the colleges. Many of the programs at the College of Charleston have expertise and interest in the activities, research, and engagement processes. We know these are not uncommon to the College as we realize the significant input and participation the College of Charleston Community Assistance Program had in the development of the 2021 Charleston City Plan. Opportunities for living and learning laboratories could be found with the Center for Sustainable Development, the Historic Preservation and Community Planning Program, the School of the Arts, Department of Biology, and Department of Geology and Geological Sciences.

We are excited by the opportunities to include students within the master planning process to participate, shadow and assist in the range of processes required to create a multidimensional successful master plan.

**Equity, Diversity, and Inclusion [2021, 08/13, CONFID\_NDA\_Atlanta]**  
**How we work at BBB**

Every building, block, and neighborhood has the potential to empower people, enriching their interactions with each other and their connections to the physical fabric. When a collaborative, innovative, and diverse project team is guiding the planning of these spaces, that potential multiplies.

Like \_\_\_\_\_, our firm is committed to fostering diverse and deeply inclusive communities. For more detail on how BBB will engage and incorporate the goals of the residents, business owners, and community leaders of Grove Park and Bankhead, as well as other external stakeholders, please refer to the Project Experience section of this proposal.

**diversity of project teams**

BBB actively seeks to assemble diverse and innovative project teams. To bring the best creative thinking to our clients and to improve opportunities for meaningful connection with local communities, project teams must possess myriad perspectives and experiences.

BBB is actively engaged in outreach and activities to ensure that we are including diverse consultants on our project teams. BBB participates in networking and industry events for professional service providers that bring awareness to businesses owned by minorities, women, and other underrepresented demographics. We also conduct direct outreach to local firms that have been certified as diverse by third parties. We are familiar with, and have established relationships with, a large community of such firms in the Atlanta region because of our ongoing and prior Atlanta projects. Furthermore, many local municipalities provide dedicated directories for firms by historically disadvantaged demographics, such as the Procurement and Sourcing Solutions Portal (PASSPort) in New York City; when such resources are not available, we work with the responsible local agency to identify new potential partners.

**diversity of project staff**

We are similarly committed to equity and diversity within our own staff. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities.

In 2020, BBB established a new Equity, Diversity, and Inclusion (EDI) Task Force to advance our commitment and to further address racial inequities in the office and across the industry. We have always recruited from a wide range of personal and professional backgrounds, and the EDI Task Force has improved these processes, as seen through a pilot resume review effort that is university-blind and the Beyer Blinder Belle Foundation’s recently launched scholarship program for Department of Architecture students at Howard University.

Several other staff-catalyzed and staff-led initiatives at BBB animate our culture. These initiatives include Open Channel, a precursor to the EDI Task Force that supports and promotes the advancement of women and minorities in the office and the profession. They also include our research and development initiative, Research Exchange Develop (RED), which directly promotes research and knowledge sharing about new materials, processes, and methodologies. RED also fosters open dialogue, inquiry, creativity, and critical exchange across the practice, which helps further innovation and ideas that have the potential to positively disrupt and advance BBB’s practice—how we work and how we design.

**enlightened communication**

Exceptional management of information flow is essential for project success, particularly when working with large project teams. BBB has established several processes for overcoming this challenge, including the development of a secure, proprietary, online file-sharing site. The platform, LiveBBBarch, provides a secure and intuitive avenue for file exchange throughout the life of the project and provides a centralized location for all project records. As this site is rivaled in functionality by OneDrive, we would welcome the opportunity to use Microsoft’s file-sharing platform for this project.

Many of BBB’s pre-existing techniques for information and team management were thoroughly revisited in 2020, during the firm’s temporary shift to remote work. As a result, many techniques were improved, and our fluency with virtual collaboration tools—particularly including Teams—increased. While we have always worked efficiently and effectively with clients across disparate locations and time zones, BBB is now even better equipped to provide continuity of services when physical office access is limited.

The past year has also provided a poignant reminder of the inequities of internet access. The internet is involved in many of BBB’s community engagement methods, and we acknowledge that equitable access to information—and to the infrastructure that underpins that access—must be addressed when preparing a truly inclusive community engagement strategy. Additional information about our Community Engagement expertise can be found in the Project Experience section of this document.

**Supplementary EDI Information [10/7/2021\_CONFID\_NDA\_Atlanta]**  
We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry. These include recruitment from a diverse pool of colleges and universities. We are actively involved with and recruit through NOMA, the National Organization of Minority Architects. Their mission, rooted in a rich legacy of activism, is to empower members to foster justice and equity in communities of color through outreach, community advocacy, professional development, and design excellence. We are proud to work with NOMA to identify and recruit excellent talent.

After the tragic death of George Floyd last spring, BBB developed another grassroots, employee-led focus group, called Our Voice. Our Voice's mission is to redefine the Voices and Faces of the current and future architecture industry through early inspiration, recruitment, retention, advancement, and promotion into leadership of Black and Brown Talent.

We have partnered with New York City's Ladders for Leaders and PENCIL programs, two nationally recognized programs that offer outstanding high school and college students the opportunity to participate in paid professional summer internships with leading corporations, non-profit organizations, and government agencies in New York City.

Additionally, we work with the ACE Mentor Program, which is an award-winning, free after-school program designed to attract high school students into pursuing careers in Architecture, Construction, and Engineering, including skilled trades. For the fourth consecutive year, the Beyer Blinder Belle Foundation has awarded the Youth Education Grant to the program, which provides scholarships to two high school students pursuing higher education in architecture, urban design, or historic preservation.

We also offer summer internships at three levels: students in a Masters program (paid); students in an undergraduate program (shadowing for academic credit); and J1 training programs for foreign exchange students.

Establishing a firm-wide mentorship program for all interested employees to continue to grow within the industry and the firm also came to fruition over the past year. The Mentoring Program goals are to: foster BBB's equity-oriented professional culture; promote continued and growing culture of shared understanding and mutual benefit; promote networking and connections across all BBB offices and departments; equalize exposure within BBB; increase the sense of individual belonging at BBB; and provide additional resources to all staff.

Finally, BBB's EDI Task Force, comprised of employees at every level, has launched several programs that address concerns of the AAPI community. We offered an office-wide viewing and town hall on Freida Lee Mock’s documentary “Maya Lin: A Strong Clear Vision," and we hold yearly trainings on unconscious bias. The EDI task force also has encouraged the use of pronouns in our office email signatures, to support the LGBTQ community.

BBB's work on Equity, Diversity, and Inclusion is continuously evolving to proactively respond to the needs of our employees, the industry, and the larger community. Our work is not done, and it is an exciting time to be a part of BBB, as we work together toward a more equitable and inclusive future.

**Equal Business Opportunity Inclusion [5/1/2020\_Centennial Yards PNY31.30 Mixed-Use Developer Atlanta]**BBB is committed to developing teams that are collaborative, innovative, and diverse. As such, BBB strongly encourages and supports the involvement of Minority-owned Business Enterprises (MBE) and Female Business Enterprises (FBE) in the execution of our professional services, and is fully committed to meeting and exceeding the EBO target of 38% set for Centennial Yards.

*Participation and Accountability*

For BBB, EBO inclusion is more than hitting a target. It is an opportunity at its core for us to bring together a diverse team with the expertise necessary to achieve the vision of the project, work with new firms who can bring different perspectives, and to improve business opportunities for EBO firms. We have taken a three-pronged approach to identifying EBO firms for this project.

First, we are collaborating with firms which are leaders in their discipline such as Sims Patrick Studio, a leading WBE interior design firm, and are proposing SL King & Associates, one of the Southeast’s largest AABE firms, to lead our MEP/FP effort. Second, we are proposing teaming arrangements between EBO firms and non-EBO colleague firms to provide the capacity necessary to meet project needs, while ensuring meaningful participation by EBO firms, and the opportunity for them to gain further exposure and experience in large development projects. Building upon successful multiple past collaborations with each partnered firm, Sykes Consulting (AABE) is teaming with Kimley-Horn and Uzon & Case to support the project's civil and structural engineering scopes, respectively.

The third prong of our EBO approach is to collaborate with Female Business Enterprises currently from outside of Atlanta, which have committed to becoming Atlanta EBO-certified prior to commencement of services, as a way to expand the pool and opportunities of EBO firms working in Atlanta. BBB has worked for decades with each of these firms—including Mathews Nielsen Landscape Architecture, Cerami & Associates, Cline Bettridge Bernstein Lighting Design, and Frank Seta & Associates. All are leaders in their respective disciplines, and have worked across the country on similar mixed-use projects. Frank Seta & Associates is a hands-on leader in envelope design and has teamed with Contour Engineering for the facade inspection portion of their scope, which further offers the benefit for smaller EBO firms to gain expertise through collaboration with more established consultant firms.

*Equity, Diversity and Inclusion at BBB (this paragraph only: used in Juilliard School MP 4/1/2020]*

Commitment to achieving equity and enhancing diversity is intrinsic to our organization, and clearly communicated in all employment branding and outreach. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry. These include recruitment from a diverse pool of colleges and universities; an internship program; volunteering with the ACE Mentorship program for high school students; and providing mentors to high-potential employees.*; and clearly communicating our commitment to diversity in all employment branding and outreach*

**Equal Employment Opportunity Policy [2021, 03/01: Harlem Valley Homestead]**

Beyer Blinder Belle provides equal employment opportunity to all employees. The firm does not discriminate against any member of its staff or any applicant for employment because of age, race, color, creed, religion, sex, marital status, sexual orientation, gender identity or expression, national origin, unfavorable discharge from military services, citizenship status, genetic predisposition or carrier status, disability, or on the basis of any physical or mental handicap which is unrelated to the individual’s ability to perform the duties of a particular job or position.

Our policy of non-discrimination applies to all personnel practices including but not limited to hiring, project assignments, promotion, compensation, rates of pay, recruitment advertising, layoff, and termination.

Our employee development and evaluation systems are designed to further the principles of equal employment opportunity and affirmative action; we base our decisions solely on job related factors: the performance, skills, and potential of the employee.

We expect our staff to share in our commitment to equal employment opportunity and affirmative action. BBB will not tolerate conduct that disrupts or interferes with another’s work performance or creates an intimidating, offensive, or hostile environment. Conduct in violation of this policy will result in disciplinary action, up to and including dismissal from the firm.

Any employee who believes they are the victim of conduct that violates the equal employment opportunity policy or knows of conduct that appears to violate it must report it to the office Human Resources representative and BBB will promptly conduct a thorough investigation.

The firm forbids retaliation of any kind against an employee for reporting conduct that allegedly violates this policy or for participating in any investigation of such conduct.

Our staff must be confident that they can work in security and dignity and are not required to endure unwelcome treatment or conduct.

**EDI and Sustainability in Our Planning & Design [2020, 12/17 Skidmore College Master Plan PNY32.49] Integrated Sustainability Portion included in [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

BBB was founded in 1968 based on a social mission of conservation and revitalization of community housing and public space in New York City’s diverse neighborhoods and outer boroughs. Building on our founding principles, equitable planning, affordable housing, preservation, and adaptive reuse continue to be core themes of our practice. BBB, and in particular the Planning and Urban Design Studio led by Neil Kittredge, actively selects and pursues projects that promote our core values of creating equitable and inclusive spaces. As a result, the vast majority of our work is with mission-driven clients including universities, cities, community groups, nonprofits, arts organizations, and affordable housing developers.

Our successfully completed planning projects demonstrate these themes, and we are extremely proud of the positive impacts these projects have had in creating inclusive spaces, places, and neighborhoods.

INCLUSIVE DESIGN AND PLANNING

BBB’s engaged, collaborative, and iterative planning process will bring to light and explore key connections between the needs of physical spaces to support the mission, the expression of heritage, and the inclusion of the college community’s diverse voices. The master plan is a forum to inspire broad productive discourse about the development of the campus in a way that tells the story of the institution and supports an increasingly inclusive future; where differences are embraced and recognized as providing value to the entire academic community.

Our experience with campus planning and respect for cultural diversity will guide us in designing spaces that reflect and enhance Skidmore College’s unique culture, history, and mission as a liberal arts college in Saratoga Springs, NY.

INTEGRATED SUSTAINABILITY

BBB has a 50+ year history of sustainable practice, stemming from the firm’s core focus on context, urban fabric, and the built environment. Our projects reflect a memorable and successful history of sustainable practice; our unique strength is in reusing, enhancing, and extending the life of existing buildings.

In 2016, BBB signed the AIA 2030 Commitment for the purpose of 1) Implementing operational action items, 2) reporting yearly on the projected Energy Use Intensity of our building projects, and 3) developing a firm-wide Sustainability Action Plan. This commitment was coupled with BBB’s robust continuing education program, focused on educating firm members about sustainable strategies and products.

BBB is committed to the US Green Building Council’s LEED program, with many of our projects achieving exemplary LEED certifications. Additionally, more than 75% of our architects are LEED-accredited professionals. Our sustainability experience includes other industry-wide green and sustainability initiatives including the WELL Building Standard, Passive House, Green Communities Programs, as well as firm-wide participation in the American Institute of Architects (AIA) 2030 Commitment.

BBB’s approach to sustainability is the product of a dynamic, community-driven process where we seek to understand social, economic, and environmental challenges and goals of each stakeholder group within the community. Through interviews, surveys, planning charrettes, and town hall meetings, as well as planning analysis, we build upon existing knowledge and goals to establish a more rigorous set of guidelines and identify opportunities for further implementation.

For example, at the Phillips Academy Andover, BBB worked with engineering consultants to create a sustainability framework to guide decision-making around campus investment, operational policies, and physical improvements to campus buildings and landscapes. The principles and strategies identified in the plan were integrated into the campus master plan to highlight specific opportunities for sustainability interventions. This method allows campus stakeholders to distinguish between investments that are relatively uncomplicated and inexpensive, and those investments that require significant financial, political, or operational capacity.

**Sustainability [2024, 7/11 Princeton Theological Seminary RFQ ONY35.92]**

We live in an ever-changing world of extremes. Climate risks demand that we design buildings that are high performing, adaptive, resilient, and beneficial to the communities that they serve. BBB strives to: reduce greenhouse gas emissions and other negative environmental impacts associated with building construction and operations; preserve sensitive lands, habitats, and cultural assets; improve water quality and efficiency; provide healthy, inspiring, and comforting interior environments; and anticipate how local conditions and communities might evolve over time.

Our holistic, inclusive, project-specific approach balances the need for immediate action and thoughtful long-term planning. BBB has over 50 LEED Accredited Professionals on staff, and we collaborate closely with specialist consultants to bring deep expertise to complex challenges.

**Union Pier [09/22/2023] UD\_Waterfront/Resiliency\_Planning & Urban Design\_Public/Community\_Planning**

COMMUNICATION AND PARTICIPATION FOR INCLUSIVE DESIGN

BBB places great value on our ability to listen, engage, and formulate consensus among diverse users, constituencies, and stakeholders.

Stakeholder outreach is an essential, enriching, and integrated component of the planning and design process at BBB. In master planning, we define project success by agency, ownership, and pride in the plan felt by both the client and the surrounding community.

We believe the best outcomes emerge from an inclusive and interactive process of community involvement, and that the greater the participation, the better the resulting plan. We apply this philosophy to city and neighborhood planning as well as to campus planning, for both external and internal stakeholders in a campus development.

Our approach to learning about the community and the place and arriving at a shared vision that reflects community participation comes from a spirit of humility and a commitment to deep collaboration between the planning team and the client. Because we prioritize consensus-building, we design the community engagement process to develop a robust understanding of the benefits and trade-offs of each project, generate a shared understanding of goals and principles, and organically foster advocates for the project’s vision across the community.

Many of BBB’s planning projects comprise a four-step process, with an initial research-focused phase that incorporates active community listening, a scenario development phase that features interactive explorations of planning concepts, a prioritization phase that evaluates and refines the ideas articulated to date, and a documentation phase that ensures all options and recommendations are recorded and are actionable.

Within each phase, we carefully tailor our outreach and evaluation methods, ensuring that our work consistently reflects project goals, constituent sizes, stakeholder schedules, and other parameters of the client and its neighbors. We employ an engagement toolkit which can be tailored to the needs of this project. The toolkit includes methods that range in scale depending on the size and purpose of each interaction, from focus groups to neighborhood meetings, to community-wide surveys.

**Navy Museum [2022, 12/9] Cultural\_Museum\_Museum, New Construction, Graphics**

BBB’s practice is rooted in sustainability, stemming from the firm’s core focus on context, urban fabric, and the responsible curation of our built environment.

We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our design process and, more importantly, into our design ethos.

From new construction to historic preservation and urban design to campus planning, we pursue a common-sense approach that introduces a high level of sustainable thinking, specialty consultant coordination, and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project.

A significant number of our projects are LEED certified. BBB’s development at 21 west 20th street is the world’s first residential project to be certified under the well building standard (WELL), which focuses on enhancing occupants’ health and well-being through the built environment. BBB’s commitment to sustainable design is exemplified through our projects achieving LEED certifications, including numerous LEED Gold and three recent LEED Platinum projects. BBB’s LEED-certified historic renovation projects include: Brooklyn Navy Yard, Building 92, Moultrie DC Courthouse, New York City Hall, Thurgood Marshall US Courthouse, MIT Building 52, Philadelphia Family Court, Enoch Pratt Library, and 410 S Street DC Courts.

Based on our experience, sometimes established benchmarking systems do not directly apply to a project or are not easily aligned with a client’s objectives. We believe that success in sustainability relies on a tailored, project-specific approach that acknowledges the client’s priorities and the constraints and opportunities presented by the project. This may include expanding the definition of sustainability to incorporate broader concepts such as financial stewardship, resilience, and flexibility, while simultaneously focusing on the aspects of a project that could bring the greatest reward in terms of energy use or carbon emissions reduction.

The strict temperature and humidity requirements of museum interiors dictate high-performance building envelopes with robust and carefully detailed insulation and vapor barrier components. Natural lighting for appropriate collections provides an added benefit of reducing electricity use. Beyond that, there are numerous green design opportunities we would propose to explore: water retention tanks or pools to minimize the impact of rain runoff from roof and paved areas; green planted roofs or photovoltaic arrays; and efficient HVAC systems with advanced heat recovery features. BBB and our team are dedicated to sustainable design practices and have employed all of these techniques in our work.

**Sustainability [[2023, 2/3] Apple Montreal Flagship\_Commercial\_Retail\_Restoration, Reuse]**

Respect for resources, both material and cultural, is profoundly interwoven into BBB and NEUF's cultures**.**

Both BBB+NEUF consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our design process and, more importantly, into our design ethos. Based on our experience, sometimes established benchmarking systems do not directly apply to a project or are not easily aligned with a client’s objectives. We believe that success in sustainability relies on a tailored, project-specific approach that acknowledges the client’s priorities and the constraints and opportunities presented by the project. This may include expanding the definition of sustainability to incorporate broader concepts such as financial stewardship, resilience, and flexibility, while simultaneously focusing on the aspects of a project that could bring the greatest reward in terms of energy use or carbon emissions reduction.

From historic preservation to new construction, urban design to master planning, BBB pursues a common-sense approach that introduces a high level of sustainable thinking, specialty consultant coordination, and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project. A growing number of our projects are in the LEED certification process or have been LEED-certified. BBB’s development at 21 West 20th Street is the world’s first residential project to be certified under the WELL Building Standard (WELL), which focuses on enhancing occupants’ health and well-being through the built environment.

NEUF is committed to providing sensitive and responsible solutions throughout the design process to create living spaces in which user well-being is the primary consideration. The firm adapts its architecture to climate change through careful consideration of the environmental impact of its projects.

The mission of the NEUF Sustainability Department (SD) is to support all projects in their implementation of collective sustainability strategies. The firm is committed to providing sensitive and responsible solutions throughout the design process to create living spaces where user wellbeing is the primary consideration. NEUF’s internal Sustainability Department stays at the forefront of new technologies in the field, sharing sustainable development knowledge among our teams to meet client objectives and achieve the highest levels of certification.

Listed and pictured below are selected examples of our joint team's work on sustainable projects for residential, institutional, and government clients. The projects identified in red are depicted in more detail in section 4 given their particular relevance to the Sainte-Catherine store. Underlying all of these projects is an emphasis on utilizing all available assets and meeting challenges. Factors such as history, environmental conditions, user demographics, urban fabric, landmarks, and collective heritage all enrich our design work and give it authenticity and relevance.

**Social & Environmental Responsibility OBO00.05 Harvard Eliot House Renovation [10/20/2023] Education\_Higher Ed\_Education:Dorms/Res Halls\_Historic Preservation\_Restoration**

**Equity, Diversity & Inclusion**

A commitment to achieving equity and promoting diversity is intrinsic to BBB's mission and culture. We are acutely aware of the dispiriting statistics in our industry: only 18% of all architecture firm principals nationally are women, and 2% of all architects in our country identify as Black. We have made a concerted effort to focus our efforts where they would make the greatest impact: on expanding the pipeline of design talent from historically underrepresented backgrounds, both in the AEC industry at large and within our own firm.

To promote the industry among the youngest generation, we participate in high school and college mentoring programs, fund travel fellowships and student scholarships through the independent 501(c)(3) organization The Beyer Blinder Belle Foundation, and target HBCUs and minority-majority educational institutions in recruiting efforts. We also actively build relationships with M/WBE firms, and with diverse professionals in consultant firms, and incorporate them into project teams—as we have for this project.

Internally, we focus not only on recruiting more diverse professionals, but also on supporting them when they arrive. Far exceeding national averages, BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities.

As national events shined a renewed spotlight on social justice in recent years, we created an EDI Task Force to coordinate a number of initiatives, both firm-led and staff-generated, to address racial inequities in the office and the industry:

* Open Channel, a staff-led group that collaborates to support, improve, and promote the advancement of women and minorities in the office and, by extension, the profession.
* Our Voice started with an informal call to Black and brown staff members following the tragic death of George Floyd in 2020, before progressing into biweekly lunch discussions centered around race in the industry and society at large.
* AAPI Task Force, a staff-led initiative begun in 2021 in response to “Stop Asian Hate,” supports AAPI staff with open and private forums, mentorship, and more.
* BBB Mentorship Program, a formal, firm-wide, voluntary initiative that pairs junior and senior staff to give younger professionals clear paths to leadership positions.
* Efforts to remove unconscious biases from hiring, such as university-blind resume review.
* Awareness-building events, activities, and forums throughout the year that build a communal and supportive work culture.

**Just Label**

BBB is in the process of applying for its JUST Label. This voluntary disclosure program, sponsored by the International Living Future Institute (ILFI), evaluates a company on key operational measures and is considered “a nutrition label for socially just and equitable organizations.” We have committed to this process as a complement to our internal Sustainability Action Plan and to advance our goals of equity and transparency.

**Pay Equity**

At BBB an essential component of EDI is equity and transparency in employee compensation. We conduct an annual pay equity review process to ensure all employees are paid in alignment with their peer group and job descriptions, and results are communicated to all staff each year for full transparency.

For many years we have been maintained tight salary bands at all experience levels across categories of gender and ethnicity, and we managed to tighten this even further in 2022. We have received positive responses to the transparency of this process and to our standardized job descriptions, which provide a basis for equitable compensation and a clear path to advancement.

While we can proudly point to salary parity across all staffing levels, we know equity requires diligence. We are committed to continuing our pay equity review each year to ensure equity at all levels.

**Sustainability**

BBB’s sustainability practice stems from our core focus on context, urban fabric, and the responsible curation of our built environment. We consistently work with our clients to find new and innovative ways to make projects more energy-efficient and reduce their impact on the natural environment.

We and our consultant team are experienced with Harvard's newly established Office for Sustainability guidelines for capital projects, and we understand ILFI CORE certification and Harvard’s Healthier Buildings Academy specification standards. With Massachusetts' new Specialized Stretch Energy Code, and Cambridge's Net Zerio Action Plan and Climate Resilience Zoning, we are designing in a fluid regulatory and benchmarking territory and will work closely with HRPMO, FAS, and E&U to best integrate project goals into early-phase planning.

Our position on the importance of healthy indoor environments is supported by Harvard researchers' findings on the correlation between cognitive performance and air quality. Renovating University of Pennsylvania’s 1500-bed residential colleges, we devised a custom program for indoor air quality focused on material transparency and optimization. We specified products and furniture that comply with Cradle to Cradle Certification, ILFI’s Living Product Challenge, and ANSI Furniture Sustainability Standards, excluding chemicals of concern.

We transitioned Winthrop House to LEED 4.0 and saw Adams House through the pandemic’s laser focus on fresh air and compliance with Healthier Hospitals' Healthy Interiors Goal of the Safer Chemicals Challenge. At countless historic masonry buildings, we have balanced high-reaching R-value goals with careful analysis of existing walls' breathability, and deployed Passivhaus principles to deliver healthier, lower-carbon renovation solutions.

**Diversity, Equity, and Inclusion [2021, 03/11; MIT On-Call Architects Interior Space Renovations, PNY32.68]; very similar text also used in [2021, 3/1: Harlem Valley Homestead PNY 32.70]; Also used in [2020, 12/17 Skidmore College Master Plan PNY32.49] except for last paragraph**

Commitment to achieving equity and promoting diversity is intrinsic to our organization, as is our belief that recruiting from a wide range of personal and professional backgrounds results in a robust and creative firm. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and increase diversity within BBB, as well as the larger goal of increased diversity across the industry. These include recruitment from a diverse pool of colleges and universities; maintaining an internship program; volunteering with the ACE Mentorship program for high school students; providing a mentorship program for all staff; and clearly communicating our commitment to diversity in all employment branding and outreach.

At BBB, we empower our staff to promote equity, diversity, and inclusion within the office, as well as develop ideas for promoting these values outside the firm, in the industry, and in our world.

These organizations that have been developed within BBB are described below.

**BBB Foundation** [used in 2021, 3/1 Harlem Valley Homestead but not in 2021, 3/11 MIT On-Call Architects] [also used in 2020, 12/17 Skidmore College Master Plan PNY32.49]

The Beyer Blinder Belle Foundation was incorporated in 2016, and is organized and operated exclusively for charitable purposes in order to advance the role of architecture, planning, and preservation in strengthening the physical and social fabric of our cities, communities, and institutions. Through fellowships, grants, and other initiatives, the Foundation engages the full cycle of design, from inspiring young people to enter the profession, to supporting graduate research, to enabling socially-conscious design and planning that benefits communities.

**EDI Task Force** [entire paragraph also used in 2020, 12/17 Skidmore College Master Plan PNY32.49]

BBB established an EDI Task Force in Fall 2020 as a means for immediately assessing and addressing racial inequities in the office. Specific issues include the creation of a formal mentorship program; revamping recruitment protocols to diversify the pool of applicants and remove unconscious biases from evaluation; increasing visibility of the work of black/brown people in the office; increasing the presence of people of color on our project client and consultant teams; developing a clear path to leadership positions; extending BBB’s outreach to minority communities; as well as qualitative and quantitative metric-based tracking of the firm’s progress. (following sentence added in 2021, 3/1 Harlem Valley Homestead) The group fosters open communication with the firm at large, which has resulted in actionable results.

**Environmental Sustainability** [used in 2021, 3/1 Harlem Valley Homestead but not in 2021, 3/11 MIT On-Call Architects]; also used in 2020, 12/17 Skidmore College Master Plan PNY32.49

BBB has proudly joined the US Architects Declare initiative as an official signatory, continuing the firm’s commitment to sustainability and advocacy for healthy living environments, positive social impact, and a low-carbon future. The commitment to environmental, social, economic, and cultural sustainability extends to our employees, who enhance the environment daily by their actions and professional practice. The firm introduced a long-term Strategic Sustainability Plan in 2018 with firm-wide initiatives for both operations and practice.

**Open Channel** [entire paragraph also used in 2020, 12/17 Skidmore College Master Plan PNY32.49 and 2020, 2/26 Buffalo Central Terminal Master Planning]

Open Channel is a group of staff who collaborate to support, improve, and promote the advancement of women and minorities in the office and, by extension, the profession. (following sentences added in 2021, 3/1 Harlem Valley Homestead) Open Channel is a collection of colleagues from all backgrounds and experience levels seeking to make our office and culture even better than it is. Open Channel is intentionally an open-ended initiative that seeks to promote the professional needs of our already diverse staff through workshops, mentoring sessions, guest speakers, and celebrations of historically underrepresented viewpoints in architecture and planning.

**Our Voice** [entire paragraph also used in 2020, 12/17 Skidmore College Master Plan PNY32.49]

Our Voice started with an informal call by Partner Carlos Cardoso to black/brown staff members following the tragic death of George Floyd this past spring. This initial conversation progressed into bi-weekly lunch discussions centered around the current status of race within our society as well as our respective industry, called Our Voice. (following sentences added in 2021, 3/1 Harlem Valley Homestead) Over time, what started as a meeting between just a few organically bloomed into the group now called Our Voice. The group created an office-wide presentation highlighting personal experiences of racial inequity, statistics of black/brown people in the architectural industry, and the actions that can be taken here at BBB. Our Voice meets regularly to develop actionable steps toward a more diverse, equitable, and inclusive environment within our office, our industry, our nation, and our world.

**RED (Research Exchange Develop)** [entire paragraph also used in 2020, 12/17 Skidmore College Master Plan PNY32.49]

Launched in 2015, RED seeks to: promote research, investigation and knowledge of new and innovative materials, processes, and methodologies; encourage a culture and community of open dialogue, inquiry, creativity, and critical exchange; and foster development and propagation of ideas and applications that align with BBB’s practice and culture. (following sentences added in 2021, 3/1 Harlem Valley Homestead) Among RED’s year-round activities, RED has hosted three firm-wide Research Award competitions designed to support innovative ideas that have the potential to positively disrupt BBB’s practice—how we work and how we design. Proposals on topics ranging from conceptual ideas and social issues to materials, fabrication, and technology are evaluated by a blind jury composed of a cross section of BBB and outside design professionals. Authors of winning proposals are awarded grant money towards developing their research, which is later presented to BBB and wider audiences.

**Preservation** [black text also used in 2020, 2/26 Buffalo Central Terminal Master Plan PNY31.71] [entire paragraph also used in 2020, 12/17 Skidmore College Master Plan PNY32.49]

In the era of its founding, BBB’s emphasis on the historical and cultural value of existing building fabric was pioneering and even radical. In that same spirit, the mission of the Preservation group, as both a forum and a think tank, is to foster firm-wide interest and engagement in matters of philosophy, theory, design, technique, and technology within the ever-evolving realm of historic preservation. (following sentences added in 2021, 3/1 Harlem Valley Homestead) The objectives are to: engage internally and externally; raise awareness of BBB’s record of leadership as stewards of historic fabric; and acknowledge the breadth, depth, and excitement of the preservation field within the office.

**Responsive Process**  
Our location within the firm allows us to participate meaningfully in all phases of work, from earliest analysis and planning phases through development of strategies, design solutions, and implementation. We believe that the best solutions grow out of the deepest possible connection to the client’s mission and activity, and that teaming with our architects and planners gives us the best access to that knowledge. We work in a variety of modes, appropriate to the needs and phases of the project at hand: conceptual, strategic, analytic, creative, as well as logistical and methodical.

**Context and Craftsmanship**  
BBB’s environmental graphics group is also committed to context and craft. The firm has a deep history of preservation work and contextual sensitivity, and that is fundamental to our environmental graphics work as well. We pay attention to detail, and work hand-in-hand with our colleagues to ensure that our work is woven into the fabric of the project, both conceptually and materially.

**Documentation and the Representation of Ideas (2017\_DC\_Planning Services for Blacksburg, VA]**

We have broad experience in creating a variety of methods to convey the vision, formalize input, and memorialize the process. Our work has included: physical and digital reports, executive summaries, technical guides and appendices, websites, open house events, exhibitions, and other specialized illustrative presentation materials. We have developed templates and have in-house graphic expertise to assist in the formulation of the final deliverable that works best for the Town of Blacksburg's current needs and this process.

**Experience with Exterior Restoration [Last Updated: 07/13/2018 Governors Island 20 Nolan Park]**BBB’s reputation as a premiere restoration architect is based, in part, on our in-depth experience and expertise in bringing the facades of buildings back to life. Although best known for historic buildings such as Grand Central Terminal and Ellis Island, the firm has also worked extensively on more modern structures and on cladding of all types – brick, terra cotta, limestone and concrete. Services included conditions analysis, comprehensive testing, restoration/repair options and methodologies and construction documents, and construction administration.

**Experience with Existing Conditions Assessments**Beyer Blinder Belle has built its foundation on work within existing buildings, which invariably begins with a building condition assessment. This is a solid first step in gaining a thorough current understanding of a building prior to embarking upon future capital investments. We have provided this service for the Office of Management and Budget at Manhattan Beach Bathhouse and Brooklyn Navy Yard, and other clients such as the Lincoln Center, the Morgan Library & Museum, Smithsonian Institution, the Architect of the Capitol, the U.S. Courts, and the British Embassy as a launch point for major facility improvement projects.

We have also provided Existing Conditions Assessments as a basis for incremental upgrades at Polytechnic Institute of NYU, St. Thomas Church, New-York Historical Society, and the General Theological Seminary. As a result of this experience, we know how to prepare, organize, and summarize the conditions assessments to be a useful tool for the future

We also understand that the foundation of any successful master plan is a thorough understanding of the conditions of its assets. As the master planners for University at Buffalo, Princeton University, Harvard Business School, and – for a decade – for the eight campuses of the Indiana University system, the foundation of information provided by facilities condition assessments was indispensable.

Variation of above: **Building Assessments/Facilities Conditions Assessments [2020, 9/11 St. Patrick’s Cathedral Maintenance Audit PNY32.22]**

BBB has built its foundation on work within existing buildings, which invariably begins with a building condition assessment. This is a solid first step in gaining a thorough understanding of a building prior to embarking upon future capital investments. We have provided this service for historic projects such as Brooklyn Navy Yard, Lincoln Center, the Morgan Library & Museum, Smithsonian Institution, the Architect of the Capitol, and the US Courts, among others. We have also provided existing conditions assessments as a basis for incremental upgrades at St. Thomas Church, the General Theological Seminary, NYU, and the New-York Historical Society. As a result, we know how to prepare, organize, and summarize conditions assessments to be a useful tool for the future.

**Experience with the Federal Reserve Bank System [Updated\_08/24/2017] – ALWAYS CONFIRM WITH MK BEFORE USING FRBNY RELATED INFORMATION IN PROPOSALS**   
Beyer Blinder Belle has been working with the Federal Reserve Bank System since 1999, starting with the exterior preservation and rehabilitation needs of New York City’s Main Building, with ongoing annual inspections to keep the façade stone work maintenance current. We also completed the renovation of the 10th and 11th floors in 2011, and in 2012, completed a windows upgrade study for the Main Building at 44 Liberty Street. We are currently working on high-level Security Enhancements for the Main Building and 33 Maiden Lane, and are serving the institution via an On-Call Contract for Architectural Services for a term beginning in 2017. Beyer Blinder Belle’s Washington, DC office provided a redesign of the food service interiors for the Federal Reserve Bank, Washington, DC, and was awarded a Basic Ordering Agreement to provide a variety of architecture and/or engineering services for facilities that the Board owns or leases.

**Experience in Higher Education [2020, 9/16 DCAMM House Doctor ONY32.20]**

While our institutional portfolio is broad, our “sweet spot” is renovations and additions to existing and historic buildings on university campuses. We are passionate about defying clients’ and end users’ expectations of the potential for reinvigorating tired spaces with new uses. This can be at the scale of a single room to an entire building.

Programmatically, we excel at student life spaces and student housing; classroom and seminar rooms and other learning environments; libraries; and administrative workspaces. From a process point of view, we excel at multi-party programming, achieving consensus through participatory meetings, and facilitating high-level decision-making. We are accustomed to, and enjoy, involving students in our programming, planning, and design process. Our reputation precedes us in the public arena, where we are adept at achieving approvals from community boards, preservation agencies, and other local authorities.

We also excel at early-stage feasibility study and master planning projects, both for individual buildings, campus precincts, and entire campuses. We enjoy the visioning and the application of our practical knowledge to create an achievable vision and scope for a project. Overall, we are energized by the university environment, as we are an industry that relies on lifelong learning along the arc of our careers.

We have designed the renovation and restoration of existing buildings, as well as the addition of new buildings for numerous universities including Harvard University, Columbia University, Massachusetts Institute of Technology, Lehigh University, Indiana University, Denison University, and Stony Brook University.

**Experience with High Technology Systems**The approach to the integration of new high technology systems (such as telecommunications, conferencing, broadcasting, sound, audio, and data systems) requires a thorough understanding of the work environment desired, knowledge of technologies and alternatives available, and implementation without compromising the existing context. Where systems must be revealed, new casework and fixtures can conceal or mask the installation.

Outside of rigorous historic contexts, new high technology systems and associated floor, furnishing, and business systems can be integrated into public and office environments of various degrees of finish. One of our most challenging projects of integrating high technology systems within a sensitive historic space with a great deal of both visibility and security measures, has been the recreation and reinterpretation of the lost 1859 U.S. Senate Chamber. Through a thorough investigation, we found that we could integrate a modern and digitally integrated service system within the historic chamber. This included life safety, security, broadcast, lighting, acoustical and sound, mechanical, fire and smoke, gas purge, and communications.

**Experience with the Latest Technology Systems**  
The integration of new technology systems (such as telecommunications, telepresence, teleconferencing, broadcasting, sound, audio-visual, and information technology) requires a thorough understanding of the desired work environment, knowledge of technologies and alternatives available, and the expertise to implement these without compromise. Our Interiors group has developed this specialized knowledge based on years of project experience for a range of clients.

**Accessibility & Security [2023, 2/3] Apple Montreal Flagship\_Commercial\_Retail\_Restoration, Reuse**

In the past 50 years, a combination of legislation and sentiment has compelled us to invest in the retention of existing buildings. Yet most buildings that predate 1990s legislation or 9/11 do not comply with contemporary life safety or accessibility code, incorporate sustainability principles, or allow for adequate security.

In historic buildings, BBB’s process first assess the Historic Structure Report (HSR), Cultural Landscape Report (CLR), and the Secretary of the Interior’s Standards as primary guides for protected areas of the building and landscape. Then, we utilize the original design documents and, in some instances, selective demolition to identify opportunities to accommodate new systems requirements. Finally, in collaboration with the client and utilizing a combination of modeling, data analysis, visualizations, and creative exploration, we develop multiple solutions to invisibility modernize the surrounding environment.

NEUF is sensitive to ensuring universal accessibility in all of its buildings. The firm's team is very familiar with the application of the Quebec Building Code, having designed new constructions as well as redesigns and renovations of existing and heritage buildings.

**Security and Document Control [2022, 12/28] AOC Sprinkler Improvements\_Civic\_Government\_DC\_Government: DC, Restoration, Public Historic Structure**

Through BBB’s longstanding collaboration with the AOC, we have developed internal protocols and procedures that conform to the National Industrial Security Program (NISP) as well as Architect of the Capitol-specific requirements related to document control based on AOC Security Classification Guidance.

STAFF AVAILABILITY AND COMMITMENT

The contract will be executed primarily in Washington, DC leveraging the proximity of BBB local resources with significant participation of experts from around the Metropolitan DC Region. For this fire sprinkler improvements IDIQ contract, BBB and Jensen Hughes will dedicate staff as required to lead and support the IDIQ task orders. We will have a dedicated team that will be augmented with staff to comply with any specific needs or requirements of each subtask. We have the ability to add excess capacity to the project in a timely manner by drawing upon our collective bench and subconsulting resources.

The team’s full technical resources are available for each task as they arise; we have a depth of capacity and resilience to support a variety of projects of varying scales and scopes. We match our staff to workload regularly, using a six-month projection methodology, with senior management meeting weekly to assess workload and assign staff as required. Our current staffing projections indicate availability of staff in the months ahead, specifically for the IDIQ Team Leaders and Key Technical Personnel. We are prepared to initiate the first task order as planned.

For IDIQ contracts, we anticipate that there will be larger task orders that will require the total focus of one dedicated project architect leading a team of experts, whereas other task orders may be more discrete, allowing one senior leader to balance multiple commitments to economize on resources.

BBB and our team of consultants, have worked with numerous clients, including the AOC, on similar IDIQ Contracts, Term Contracts, and On-Call Contracts. From this work, we have learned that where scope needs are broad and comprehensive, good planning, management, and communication set the framework. When needs are specific, we develop a strategy to incrementally build, prioritize, and balance a client’s overall goals to satisfy restricted budgets. When work is required to proceed “fast-track” or there is a change in a schedule, we are able to shift personnel to quickly meet the needs of the client, such as to complete documentation to meet a funding obligation deadline or schedule phasing or site visits around a fully functioning operational campus.

**Experience in the Commonwealth of Massachusetts [2020, 9/16 DCAMM House Doctor ONY32.20]**

We have been working consistently in Massachusetts on institutional design projects since 2006, with a permanent office in Boston for the last four years. Our Boston office of architects and interior designers is managed by BBB Partner Elizabeth Leber and Principal Aaron Lamport, who divide their time between the Boston and New York offices. Our work with higher education institutions in Massachusetts includes Harvard University, Harvard Business School, Massachusetts Institute of Technology, Amherst College, and Worchester Polytechnic Institute and extends to independent schools such as Phillips Academy Andover and Phillips Exeter Academy. We have undertaken master planning assignments for two stadium districts within Massachusetts, as well as the renovation and expansion of the Natick Mall. Our nationwide on-call contract with the Administrative Office of the U.S. Courts has included assignments at Boston’s Moakley U.S. Courthouse.

**Stakeholder and Community Engagement [12/6/2023, NYCDDC Roy Wilkins Recreation Center, ONY35.25]**

**Stakeholder and Community Engagement**

We place great value on listening, building consensus, and communicating with diverse stakeholders. Our team tailors our toolkit to match group sizes and schedules, which increases engagement and focuses tracking efforts. Open houses are best for communicating with groups of 100+, while 10-15 person focus groups are better for understanding users’ everyday experiences. Depending on existing community networks, we may be able to rely on local newsletters, blogs, or social media accounts as a platform for sharing consistent project updates.

Triton-Elite/BBB’s proposed Construction Project Manager Michael Reed is a board member of “Parks & Trails – NY” and has deep experience in a variety of projects for NYS Parks, Recreation and Historic Preservation (NYSOPRHP). The dynamics of working in parks are different from a high-rise or typical commercial project: people look forward to something that will improve the quality of their lives, so they are typically curious and want to help. Michael has established on-site relationships with Park Managers and assisted with both stakeholder and community engagement. In the past, we have encouraged children to paint the plywood site fence with park themes old and new, and we have contributed to well-organized construction progress communication programs, as at our Marymount project.

**Statement of Interest [2024, 7/11, Princeton Theological Seminary, RFQ, ONY35.92]**

Alexander Hall’s rich historical legacy, paired with your vision for its future, makes this project particularly exciting for us. We have renovated numerous buildings from this era and are familiar with the work of the original architect, John McComb, Jr., through our renovation of New York City Hall (completed 1812). McComb’s 1815 design for the Seminary’s first building is imbued with a similar sense of timelessness and permanence. The ideal transformation for Alexander Hall will honor its iconic past while revitalizing it for its third century.

**We believe that smart campus planning is the prerequisite to great campus architecture.**

The unique nature of the PTS campus, spanning three locations and over 70 buildings, demands a design approach that can seamlessly navigate between large- and small-scale interventions with agility and sensitivity. Campus planning ideas about arrival and entry, pedestrian and vehicular circulation, orientation and open space significantly influence design at the scale of a building. Within a building, thoughtful design of the sequence by which people enter and the atmosphere created can fundamentally contribute to the larger campus character and overall sense of place. For instance, at Phillips Exeter Academy’s Academy Building, we are remaking its rear facade into a welcoming second “front,” so that this campus icon can address the main academic quad and open up a key route for students moving between classes throughout the day.

We are fluent in the chess game of campus space-planning, identifying and unlocking space to progress step-by-step toward the bigger picture. Our agility in grasping spatial opportunities within existing and historic buildings allows us to propose and scope design concepts early on, laying the foundation for a phased plan—something we have done at Colby, Amherst, and Dartmouth, among other campuses.

**We understand design for seminaries and higher education, and that the landscape is always evolving.**

We are no stranger to seminaries. Our work at General Theological Seminary spanned over 12 years, encompassing planning, historic preservation, and a range of interventions both subtle and transformational, all to support and advance GTS’s mission. Our work at Union Theological Seminary began six years ago with a campus master plan that led to the renovation of Hastings Hall, featured in the Relevant Experience section of this submission. We understand the distinctive qualities of the seminary as a specific campus type: it is a place apart, but never isolated from the world. Whether the pedagogical model is an all-residential or hybrid-intensive one, seminary students remain immersed in the shifting realities of today’s pluralistic society throughout their years of study.

Many institutions we work with, like the 92nd Street Y, are also developing ambitious visions for global reach. These visions must be supported by seamlessly integrated technology, something BBB is incorporating in a range of venues. Across degree- and non-degree-granting programs alike, we see a growing demand to provide high-quality “virtual” campus learning experiences, combined with intensive stays of shorter duration. These trends have far-reaching consequences for space planning and utilization.

**We know how to translate program ideas into architectural solutions.**

Your vision to make Alexander Hall into a faculty hub that facilitates collaboration and nurtures the PTS intellectual community resonates with us. We think deeply about how interior planning can encourage collaboration as well as how office environments can support the way faculty work today, balancing flexibility and space efficiency with distinct zoning for quiet research, Zoom calls, or meetings with students. We also recognize your desire to standardize the faculty office, something we have developed at Harvard Business School, MIT, Cornell, and Georgetown. As renovation specialists, we understand how to build flexibility within standards, allowing for a level of customization that adapts to existing conditions and also provides optionality for faculty members’ distinct working styles.

**We understand that this renovation will need to meet multiple goals.**

Our portfolio demonstrates our ability to translate strategic plans into built reality. We work closely with institutions to tailor guiding principles that support key decision-makers throughout the design process. We know from experience that deferred maintenance must be addressed holistically in tandem with the entire renovation scope in order to maximize value. Sustainability and stewardship goals, including energy efficiency and carbon reduction, are integral to our design approach. We structure projects to give clients the flexibility to adjust program and space goals alongside financial goals—something our clients value given the construction market’s ongoing volatility.

**We have unique expertise to deliver this project.**

Beyer Blinder Belle has built a national reputation on its ability to navigate the regulatory process for historic landmarks listed at local, state, and national levels across the United States and abroad, securing approvals for hundreds of historic projects from local commissions to federal agencies. Our rigorous approach to research and analysis, our thoughtful stewardship of historic fabric, and our creative design thinking have helped us gain the trust and respect of those who know and care deeply about historic buildings.

We also have a proven track record administering construction on campuses, minimizing disruption while adhering closely to the academic calendar. A shared sense of ownership between the construction manager, client, and design team during this phase is paramount. Every existing building shares a few surprises during construction, but experience has taught us a good deal about what to expect. We take pride in our ability to problem-solve with creativity and build consensus with the client and contractor to ensure the best outcome.

**Technology [2017,06/08; Gilbane NYCEDC Solar 2 Project] section in blue used in [2020, 2/14 Park Tower Group PNY31.67]**

BBB’s ability to utilize technology as a collaborative tool has enhanced our design process, helping our clients achieve their goals efficiently and on schedule. We use technology to our advantage and created a proprietary web-based software called LiveBBBArch that allows for such enhanced communication. It streamlines the sharing of information among user groups including the client, the design team, agencies, and the builder. It allows for the upload of any type of document, including AutoCAD, Revit, BIM, and Microsoft Office software.

This is especially useful for the construction phase, and is accessible to users of both office PCs and mobile devices. Not only does it facilitate information dissemination among the project team, but it also conforms the construction documents on a daily basis as changes are made. This allows for efficient

communication among the construction manager, subcontractors, design team, and client. At the end of the project, the entire site’s contents are archived and delivered to the client as a complete record of all submittals along with the conformed drawing set. BBB has been using Building Information Modeling (BIM), specifically Autodesk Revit, for all of our projects with great success. BIM is the best tool for coordination among multi-disciplinary teams, as it requires and instills a constant awareness of the interrelated extent and impact of each building system. It provides great benefits at all stages of the project: as a design tool during Schematic Design that provides instant three-dimensional visualization

of space; as a coordination tool among architectural, structural, and mechanical disciplines during construction document development; as a quantifying tool for cost estimators; for contractors to coordinate and avoid conflicts between systems during construction; and finally as a tool for the building owner for maintenance and planning of future work on the building. Another way we are at the forefront with technology is through the utilization of Navisworks to perform clash detection. We perform several levels of coordination with all disciplines and then invite the construction manager to participate in the process. This not only helps the construction manager with subcontractor coordination, but helps them understand the project intimately. They become part of the design process, assisting us in understanding construction issues more intently and thereby strengthening our collaboration efforts.

**Feasibility Studies**  
Of the more than 1,500 BBB projects completed to date, over a third have included not only an existing condition survey or facilities assessment but feasibility studies or a master plan, as the first step in a project. This critical step serves as the "road map" for taking the project from planning and design through construction. Typically, our early investigative work is paired with an intensive programming and planning phase to reveal the design concept that will satisfy both the client’s program goals and meet space requirements. BBB combines our expertise in the evaluation, planning and renovation of buildings and urban sites with our understanding of the unique needs of not-for-profit institutions in order to reinvigorate their facilities.

**Fundraising Graphics [2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]**

Perhaps the most important contribution to the fundraising effort by the architect is the design concept itself, expressed through telling visualizations that bring the project vision to life.

Does the basic idea aspire to the greatest potential of the site and to the interests of the donors? Is the design truly comprehensive, accountable for all the factors, both tangible (codes, budget, functionality, constructability) and intangible (imagination, style, philosophy, the magic to move minds)? BBB’s design solutions are both creative and respectful of the context and of the client’s goals. A strong concept is a lot easier to “sell” than a weak one, and we work to refine the core concept from a project’s inception.

Foundations, appropriators of public/private funds, and individual donors want to be assured that their contributions to a project are being used for sound fiscal reasons. Our diligent and practical approach to planning and historic preservation, for example, has yielded rational and defensible projects on many scales. Through the research and examination that we provide, the client can demonstrate to the potential donor the significance of the project and its unique components.

On the facing page, we share samples of some of the graphics we have created on previous projects and used by our clients as tools to raise funds. We understand the importance of this to PEA. Architectural visualization helps express a design team’s vision so that potential donors can imagine the experience of a space—over and above what two-dimensional documentation or even the most compelling of verbal presentations can typically convey. As shown in our Design Approach section of this submission, we have at hand many tools to represent our designs, including hand sketches, professional watercolor renderings, animated flythroughs, and photorealistic perspectives.

In addition to generating materials for collateral, we can provide in-house graphic design services for brochures, emailers, and websites. And we are also accustomed to presenting directly to potential donors. On other projects, we have created narrated slide shows and videos for wider distribution, presented to alumni groups in person and with a Q&A format, and met one-on-one with key potential donors. We are proud of our ability to convey the project’s vision through direct and engaging verbal skills. We will work with you and your Institutional Advancement and Communications staff to determine the best and most appropriate combination of visualization tools and presentation modes to generate donor excitement and commitment.

**Furniture, Fixtures & Equipment [original source unknown] used in [2020, 1/21 Comp Sci High PNY31.57]**   
Included in this task is the design of new furnishings and finishes, or a plan for reuse of existing furnishings. We establish color palettes and finish selections based on the desired image for the project spaces. Services also include ergonomic studies, workstation design, custom furnishings design, development of equipment and accessories requirements, and selection of artwork promoting an appropriate theme. We then produce a specification book for bidding and purchasing of the above. The client’s predetermined furniture systems standards are utilized if required.

**Flexible Framework Plans [2020, 11/12 NCSU MP PNY32.38]**

**Flexible Master Plans [2020, 12/17 Skidmore College Master Plan RFI PNY32.49]**

**Flexible Planning for Short-and Long-Term Needs** **[2020, 12/17 Skidmore College Master Plan RFP PNY32.49]**  
BBB excels at crafting highly effective, user-friendly, and flexible campus planning frameworks [~~campus planning frameworks~~ campus master plans]. We pride ourselves on our ability to produce frameworks that are visionary and responsive to the institution’s mission, as well as priorities of the client and stakeholder groups. Our visionary frameworks [plans] outline short- and long-term options within a broader established framework that integrates all campus systems. This approach also enables us to fast-track priority projects when needed into more detailed design and planning. The flexibility of the framework also enables decision-making to respond to changing program needs, site conditions, and funding over time. Some of the examples of [instances] where we have successfully created flexible and implementable framework plans are [include] Dartmouth Strategic Campus Framework, called “Planning for Possibilities,” Amherst College Framework Plan, University at Buffalo Comprehensive Physical Plan, Princeton University, and Indiana University [Campus Master Plan].

Through this breadth and depth of experience we have developed a unique combination of highly effective tools such as a decision tree, prioritization road map, and programmatic chess game. We do not have a cookie cutter approach – we develop tailored and customized interactive and static tools for each plan based on the needs of the institution.

These tools are developed to help inform senior leadership in decision-making and can also be crafted for external communication to the broader community. Our clear, easy-to-follow, and high-quality graphics are employed to effectively communicate the framework.

**Graphic Design [7/6/2015\_Yale Schwarzman Center]**  
BBB’s environmental graphic design practice focuses on both user experience and institutional branding. The visitor experience — navigation, access to places and to information, ease of use — is the foundation, and we believe that this service is best provided by an embedded graphics team working in close collaboration with other BBB disciplines. In addition, and as a complement to essential wayfinding, we seek to engage and educate the visitor by understanding, expressing, and promoting the unique nature of each project and institution.

Our services include site analysis and strategic planning, wayfinding signage, and maps; visual branding, exhibit design, interpretive graphics, donor recognition, and building naming. We can also provide additional branding services including visual identity, naming, collateral, and product design.

**Graphic Design (Titled “Branding, Signage, and Wayfinding”) [5/1/2020\_Centennial Yards RFP]**In addition to traditional architectural design services, Beyer Blinder Belle offers complementary services suitable for projects within Centennial Yards, including: branding, signage, wayfinding and environmental graphic design.

BBB’s graphic design practice focuses on both user experience and institutional branding. The visitor experience—navigation, access to places and to information, ease of use—is the foundation of our methodology, and we believe that this service is best provided by an embedded graphics team working in close collaboration with other BBB disciplines. In addition to essential wayfinding signage, we seek to engage and educate the visitor by understanding, expressing, and promoting the unique nature of each project.

Our services include site analysis and strategic planning, wayfinding signage design, visual branding, exhibit design, interpretive graphics, donor recognition, and building naming. We can also provide additional branding services including visual identity, naming, collateral, and product design.

**Historic Preservation, Planning, and Adaptive Reuse**  
BBB is widely known for our expertise in historic restoration and adaptive reuse on local and national treasures such as Ellis Island National Museum of Immigration, Empire State Building, Grand Central Terminal, Federal Reserve Bank, Apollo Theater and the US Capitol.

What sets us apart from other firms is our diversity of expertise and broad-based outlook. While many of our staff are specialists in the areas BBB is known for—architectural design, planning and urban design, preservation, interiors, and sustainable design—our collective strength lies in our interdisciplinary capabilities and design approach. Our talented staff bring bold and creative thinking to the challenges presented by cities and urban districts such as Jersey City, with our work at the Hudson Exchange and at Harborside Financial Center. We work with public/private partnerships, municipalities, and private developers on urban areas that are diminished, deteriorated, blighted or abandoned and help to reinvent them as dynamic destinations, such as the Freighthouse District in Reno, NV; the Power & Light District of Kansas City, MO; Willets Point, NY; Downtown Fort Lauderdale; and New York City’s famed Coney Island. These, and other relevant firm projects, are featured on the following pages.

**Graphic Design, Environmental Graphics, and Wayfinding ONY34.97 HBC Streetworks[2023, 6/5] Commercial\_Mixed-Use\_Transportation, Planning & Urban Design, Retail]**

Graphic design has the potential to reflect and enhance the character of an institution, a residence, or a place. BBB’s integrated environmental graphics

team has multiple tools at their disposal, including thoughtful use of typography, materials and fabrication techniques, color, and incorporation of illustration, photography, and thematic motifs.

Just this year, BBB expanded our graphic and environmental design expertise with the addition of LVCK, a Beyer Blinder Belle Studio. LVCK is at the forefront of brand experience, wayfinding, and digital signage. Each partner is hands-on in designing, managing, and implementing every sector of environmental graphics and signage. Many of our signage systems are in place even decades later.

LVCK’s environmental graphic design practice focuses on both user experience

and institutional branding. The visitor experience – navigation, access to places and to information, ease of use –is the foundation of our solutions. The graphic design and physical aspects of any aspect of the built environment form a coherent whole, communicating our client’s brand through an entirely new dimension.

LVCK is one of the few agencies with deep expertise in wayfinding and digital signage. We believe that wayfinding is more than simply solving a navigation problem. We have built our expertise in all aspects of implementation. We know how things are made, the finishes that withstand street wear and tear, and how to write specifications that yield the same product no matter who the fabricator.

**Graphic Design, Environmental Graphics, and Wayfinding UPDATED [2023, 8/11 Brooklyn Museum]**

Graphic design has the potential to reflect and enhance the character of an institution, a residence, or a place. Without a house style, but rather with a methodology based on immersion in context, BBB’s graphic design contributes to pride of place and overall architectural expression.

Just this year, BBB expanded our graphic and environmental design expertise with the addition of LVCK—a Beyer Blinder Belle Studio. LVCK is at the forefront of brand experience, wayfinding, and digital signage, with a focus on both user experience and institutional branding. With this integrated team, graphic design and physical aspects of any aspect of the built environment form a coherent whole, communicating an institution’s brand in every dimension.

LVCK is one of the few agencies with deep expertise in wayfinding and digital signage. We believe that wayfinding is more than simply solving a navigation problem, and that visitor experience—navigation, access to places and to information, ease of use—should be the foundation of any solution. We strive to eliminate any rough edges of navigation so that getting to a destination is stress-free, and so people can focus on the core experience, whether they are an art patron, a hospital patient, a library visitor, or a traveler in transit.

We have built our expertise in all aspects of implementation. We know how things are made, the finishes that withstand street wear and tear, and how to write specifications that yield the same product no matter who the fabricator.

**Architectural Conservation [Last Updated: 10/10/2017 per RS, UVa Alderman]**

Architectural Conservation services including interior and exterior finishes analysis, in-situ testing and/or specifications of masonry cleaning methods, specifications for masonry repair methods, quality control during implantation of various restoration methods.

**Expertise in Historic Preservation [Last Updated: 2019,8/29 St. Vartan Cathedral, Building Assessment, Cultural\_Sacred] used in without the struck-through sentence in [2020, 7/9 Yale Club of NYC PNY33.04]**  
BBB has been entrusted with the preservation of many of America’s iconic structures, including Grand Central Terminal, Ellis Island Immigration Museum, Empire State Building, the Cathedral of the Blessed Sacrament, and many others. In addition to these landmarks, we have also provided historic preservation and renovation of lesser known older properties, buildings with historically sensitive interiors or within historical districts. ~~We truly enjoy all of these types, not just the icons.~~ The firm has developed a diverse portfolio of restored historic buildings and creative contemporary additions.

BBB’s substantial track record in historic preservation has resulted in positive, successful working relationships with federal, state, and local public agencies such as the Advisory Council on Historic Preservation, State Historic Preservation Offices, and Landmarks Preservation Commissions. Our staff are thoroughly familiar with complying with the Secretary of Interior’s Standards for the Treatment of Historic Properties in the areas of preservation, rehabilitation, restoration, and reconstruction.

**Expertise in Historic Preservation [Last Updated: 2021, 4/28 South Street Seaport Museum, Museums, Architectural, Rehabilitation]**

BBB’s substantial track record in historic preservation has resulted in positive, successful working relationships with federal, state, and local public agencies such as the Advisory Council on Historic Preservation, State Historic Preservation Offices, and Landmarks Preservation Commissions. Our staff are thoroughly familiar with complying with the Secretary of Interior’s Standards for the Treatment of Historic Properties in the areas of preservation, rehabilitation, restoration, and reconstruction.

**The Secretary of Interior’s Standards Experience [04/24/15\_US Dept Interior Ellis Island Seawall]**Our staff are thoroughly familiar with complying with the Secretary of Interior’s Standards for the Treatment of Historic Properties in the areas of preservation, rehabilitation, restoration, and reconstruction. From the breadth of our experience in working with stewards of nationally significant historic properties including the National Park Service, General Services Administration, the Architect of the Capitol, and the Smithsonian Institution, among others, we have gained a wealth of experience interpreting the Standards. Examples of successful projects requiring compliance with the Standards include the Ellis Island Museum of Immigration, Grand Central Terminal, Thomas Edison National Historic Park, Jacob Riis Bathhouse Gateway National Recreation Area, Fire Island Barrett Talisman Beach, and Historic DC Courthouse.

**Expertise in Historic Rehabilitation and Adaptive Reuse [Short]**BBB has been entrusted with the preservation of many of America’s iconic structures, including Grand Central Terminal, Ellis Island Immigration Museum, Empire State Building, and many others. In addition to these landmarks, we have also provided historic preservation and renovation of lesser known older properties, buildings with historically sensitive interiors or within historical districts. We truly enjoy all of these types, not just the icons. The firm has developed a diverse portfolio of restored historic buildings and creative contemporary additions. Our highly skilled staff has completed many projects that involve the integration of new infrastructure, often within constricted or sensitive structures. Our experiences have taught us that new technologies can be as transformative as new architecture in revitalizing buildings and institutions.

**Expertise in Historic Rehabilitation and Adaptive Reuse (Stewards of Historic Spaces)  
[Last Updated: 2017, 10/18 Trinity Repertory Facilities MP]**  
BBB has developed a diverse portfolio of restored historic buildings and creative contemporary additions. **[In addition to many landmarks and iconic projects, we have also provided historic preservation and renovation of lesser known older properties, buildings with historically sensitive interiors or within historic districts.]** We have developed unique expertise in the restoration, rehabilitation, and re-use of historic properties. Our modifications and additions to existing buildings respect the principles and concepts of the original, but acknowledge the evolutionary passage of time through designs that clearly belong to the present. Our staff has completed many projects that involve the integration of new systems within constricted or sensitive structures. Existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

Equally important to our past experience is the acknowledgement that each new project has its own challenges and opportunities, and each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. Existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

**Adaptive Reuse & Transformations [Last Updated: 06/22/2018 Sing Sing Prison Museum]**The firm has carried out the adaptive reuse of an unparalleled number of national landmarks, including New York’s Immigration Museum on Ellis Island, Grand Central Terminal, McKim, Mead & White’s Louis Sherry store, the Rizzoli & Coty Buildings; Washington, DC’s Historic Courthouse; the Merchandise Mart in Chicago; the adaptive reuse of the Domino Sugar Factory, Brooklyn, NY; the BankNote Building, Bronx, NY; Red Star Line Museum of Migration, Antwerp, Belgium and Exchange Palace, Budapest, Hungary.

*[Option 1: Short Text]*

Adapting older structures for new uses is perhaps the most potent expression of BBB’s design philosophy. Throughout our history, we have been champions of adaptive reuse, infusing new life into historic buildings. It is this transformation that excites us the most—unlocking the hidden potential that is embodied in an existing building. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building entry or circulation system can say as much about an institution’s identity as a new structure.

*[Option 2: Long Text]*

These adaptive reuse projects vary in scope, and involve various levels of intervention including pure restoration, renovation, and adaptive re-use.  Most of our projects begin with documentation and recording of original and existing conditions, including the assemblage of archival material, and testing and probing.  This preliminary research forms the basis for evaluating changes in use and condition over time and identifying the extent of work to be undertaken to reverse structural deterioration, preserve interior and facade elements, and restore missing or decayed aspects of the original design.  This systematic detailed evaluation of the building is essential and valuable groundwork, enabling us to recommend to our landmark clients the best course of action to follow, and to prioritize the required and desired work within the available budget.  This allows us to develop critical construction phasing of preservation work, which prevents further deterioration and extra expense.

Assessment and recommendations are also made in regard to code compliance requirements and other life safety issues, considerations which often are not part of the original building design.  The intention is to fully comply with the pertinent regulations while unobtrusively incorporating these requirements in the restoration or re-use design.

**Expertise in Historic Preservation and Renovation<BR>**BBB has been recognized for excellence and integrity in historic preservation and has developed a unique expertise in the restoration, rehabilitation, and re-use of historic and older properties. Believing that environments thrive on the dynamics between the past and present, the firm has developed a diverse portfolio of significant restored historic buildings and creative contemporary architecture. In addition to the iconic projects such as Grand Central Terminal, Ellis Island, Empire State Building, and Rockefeller Center, we have also provided historic preservation and renovation work for New York University, Columbia University, State University of New York at Stony Brook, and General Theological Seminary.

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**Expertise in Historic Rehabilitation and Adaptive Reuse [2016, 03/11 Museum of London]**

BBB is perhaps best known for its historic conservation and adaptive reuse portfolio. The firm is recognized as experts in the transformation of older buildings from relics of the past into energetic contributors to society— whether reinventing an existing use, such as a railway station or a museum, or creating new adaptive reuses, such as converting factories into office buildings or mansions into art galleries. BBB has produced Historic Structures Reports (HSR) for a range of clients and building types, both as part of larger planning and design projects, and as standalone documents. Key examples include HSRs for the Cooper-Hewitt National Design Museum, Grand Central Terminal and Ellis Island National Design Museum in New York City; St. Paul Union Depot in Minnesota; the U.S. Capitol Old Senate Spaces, and Mary McLeod Bethune and Carter Woodson houses in Washington, DC; and the Richmond Train Station in Richmond, Virginia. We also have produced reports with a similar level of documentation and analysis for international clients, including for the Red Star Line Museum in Antwerp, Belgium; and the former Stock Exchange in Budapest, Hungary. A common thread through these HSRs has been that their comprehensiveness and accessibility have set new standards for rehabilitation projects, in the United States and abroad.

Our highly skilled staff has completed many projects involving the integration of new infrastructure, often within constricted or sensitive structures. Our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. Equally important to our past experience is acknowledgement that each new project has its own challenges and opportunities, and that each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

**List of Historic Structure Report (HSR) projects [as of 6-5-18 - update as needed]**

Cooper Hewitt, Smithsonian Design Museum, New York, NY

Grand Central Terminal,

New York, NY

General Theological Seminary, New York, NY

Ellis Island Museum of Immigration, New York, NY

St. Paul Union Depot,

Minnesota, MN

US Capitol Old Senate Spaces, Washington, DC

Mary McLeod Bethune House, Washington, DC

Carter Woodson House, Washington, DC

Richmond Train Station, Richmond, Virginia.

Red Star Line Museum, Antwerp, Belgium

Exchange Palace, Budapest, Hungary

**Expertise with Iconic Modern Landmarks [2018, MIT Building 54 Pre-Design]**

BBB has built a national reputation for, and has established a leadership role in, stewardship of

historic buildings. An integral part of this specialty is restoration and rehabilitation of midcentury

modern structures of all types. BBB has a rich portfolio of renovations and additions to

midcentury modern buildings. Buildings of the period, while taking on many forms, were often

expressive and futuristic, important symbols of the modern design ideologies of the time. BBB is

very familiar with the design approaches, principles, materiality, and detailing specific to post-

WWII modernist buildings. We approach buildings of this era with respect for the spirit of the

original; our contemporary interventions to mid-century architecture take inspiration from their

modernist predecessors but are distinctly of their time, incorporating sophisticated materials

and detailing and contemporary systems and amenities. Prominent among BBB’s midcentury

buildings projects is restoration of Eero Saarinen’s TWA Flight Center at JFK International

Airport (1962), now being transformed into a hotel and conference center. Other midcentury

icons that BBB has worked on are Marcel Breuer’s former Whitney Museum (1966), a brutalist

masterpiece now known as the Met Breuer; Harrison & Abramovitz, Phillip Johnson, and Eero

Saarinen’s Lincoln Center (1962); Junzo Yoshirmura’s Japan Society (1971); and a contemporary

residential addition to William B. Tabler’s expressionist Washington Hilton (1965).

**Expertise in Historic Rehabilitation including Mid-Century Modern Buildings [Last Update: 10.30.13.\_Oberlin Hall]**  
BBB has been entrusted with the preservation of many of America’s iconic structures, including Grand Central Terminal, Ellis Island Immigration Museum, Empire State Building, and many others. In addition to these landmarks, we have also provided historic preservation and renovation of lesser known older properties, buildings with historically sensitive interiors or within historical districts. We truly enjoy all of these types, not just the icons. The firm has developed a diverse portfolio of restored historic buildings and creative contemporary additions.  
  
BBB has led restorations of significant modern structures of the 20th century, including Harrison & Abramovitz, Philip Johnson, and Eero Saarinen’s work at Lincoln Center (1966), Eero Saarinen’s TWA Flight Center at JFK International Airport (1962), Marcel Breuer's former Whitney Museum (1966) now known as The Met Breuer, Shreve, Lamb &; Harmon’s Building E52 at Massachusetts of Technology (1938), Paul Rudolph’s Art & Architecture Building at Yale University (1963), Delano & Aldrich’s Marine Air Terminal at LaGuardia Airport (1939), and Junzo Yoshimura’s Japan Society (1971).Our highly skilled staff has completed many projects that involve the integration of new infrastructure, often within constricted or sensitive structures. Modifications and additions to existing buildings respect the principles and concepts of the original but acknowledge the evolutionary passage of time through designs that clearly belong to the present. Our experiences have taught us that new technologies can be as transformative as new architecture in revitalizing buildings and institutions.   
  
Equally important to our past experience is the acknowledgement that each new project has its own challenges and opportunities, and that each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

**Expertise with Townhouses and Historic Buildings [Last Updated: 04.28.2017 19 East 64th Street]**

BBB has distinguished itself with its work in urban townhouse scaled buildings, historic preservation, and adaptive reuse. Projects range in scale from townhouses to New York iconic buildings such as Grand Central Terminal, Ellis Island Immigration Museum, Empire State Building, and many others. We also provide historic preservation and renovation of less well-known properties, buildings with historically sensitive interiors or within historical districts. BBB’s scope of work varies from renovation, to repurposing historic buildings for new uses, to building additions on top of or adjacent to historic structures, to construction of new buildings within landmark historic districts. Each building we shepherd is unique, designed to respond to its own conditions, context, and criteria, including owner’s program, existing architecture, urban context, construction challenges, project financing and phasing.

Our portfolio illustrates our continued success in rehabilitating significant and historic buildings, including the careful integration of significant new infrastructure additions and exterior facade work. When viewed collectively, our portfolio demonstrates BBB’s consistent vision, depth of expertise, attention to design elegance, and an innovative approach to combining contemporary programs with existing buildings of historic character.

**Experience with Exterior Restoration and Inspection of Historic Structures [FRB\_Main Building Façade 2015, 3/10]**

Experience with Exterior Restoration

BBB’s reputation as a premiere restoration architect is based, in part, on our in-depth experience and expertise in bringing the facades of buildings back to life. Although best known for historic buildings such as Grand Central Terminal, Ellis Island, Rockefeller Center, New York City Hall, Thurgood Marshall US Courthouse, and the US Capitol, the firm has also worked extensively on more modern structures and on cladding of all types – brick, terra cotta, limestone and concrete. Services included conditions analysis, comprehensive testing, restoration/repair options and methodologies and construction documents, and construction administration.

**Expertise with Restoring Historic Structures**

When considering interventions to monumental, historic landmark structures, it is crucial that the design proceed methodically, collecting essential data not only on the project’s objectives, but also on the existing structure’s use, configuration, and character-defining features. Therefore, most of our projects begin with documentation and recording of original and existing conditions, including the assemblage of archival material, and testing and probing. This preliminary research forms the basis for evaluating changes in use and condition over time, and identifying the extent of work to be undertaken to reverse structural deterioration, preserve historic elements, and restore missing or decayed aspects

of the original design. Assessment and recommendations are also made in regard to code compliance

requirements and other life safety issues, considerations which often are not part of the original design. The intention is to fully comply with the pertinent regulations while unobtrusively incorporating these requirements in the restoration or re-use design.

**FF&E [last updated 2020/5/1 Centennial Yards RFP]**

FF&E stands for “Furniture, Fixtures, and Equipment.” To an interior designer, it has broad implications. It includes, but is not limited to, any piece of furniture, soft seating or case goods, carpeting, lighting design, and art and accessories. BBB has a vast interiors library, which is kept up-to-date with all of the latest interior design trends. We have the ability to shape the mood, look, and feel of a space through our FF&E choices. The integration of FF&E scope facilitates a more holistic approach to the interior design process. We consider textures, fabric, and lighting, while understanding how each choice will impact the space and people’s interaction with it. We are highly skilled in conceiving and evolving beautiful interiors that respond to a project’s needs and draw inspiration from varied styles or sources.

**Rehabilitation and Renovation Expertise [2019/03 SUNYSB\_Javits]**

We are proud of the long-standing relationships that we have developed with the many clients with whom we have worked over the years. The list of projects at right illustrates the multi-faceted work that we have completed most relevant to the Javits Lecture Center rehabilitation project. The projects identified in red on the facing page—and depicted in more detail in the following section—have particular relevance to the Javits Lecture Center rehabilitation.

Each of these featured projects involves either renovation or rehabilitation of higher education institution buildings. These projects also illustrate our integrated approach to architecture and interiors; we believe that the layers of architecture, finishes, materials, furniture, and graphics make for a richer aesthetic outcome. We have the full complement of these skills in-house, providing our clients with an integrated and full-service design team.

**Historic Fabric [2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]**

Beyer Blinder Belle is renowned for our expertise in the broad field of restoration, rehabilitation, and adaptive reuse. Our expertise spans the field from research, technical preservation, and conservation, to contemporary additions and transformations. Giving new life to historic and older buildings is a skill that BBB has honed for many years; we take great satisfaction in the successful execution of revitalization projects. We consider ourselves creative preservationists, combining technical acumen with insightful preservation planning and design.

**Historic Paint Analysis Strategy [2020, 12/01 Sylvester Manor PNY32.43]**

A rare and exciting feature of the Manor House are the visible mid-eighteenth-century paints and nineteenth century wall papers. In addition to original elements still in place, wood elements original house were removed in the 1840s and stored in the attic, providing further evidence of early finishes. Other original finishes may survive and there may also be elements from the seventeenth century house incorporated into the later construction.

Historic paint analysis is a valuable tool to further the understanding of historic buildings and aid their preservation and interpretation. The approach to analysis varies depending on what questions the client would like to answer, for example:

* Identifying the original paint campaign and substrate, as well as all subsequent layers from later decoration campaigns to understand the chronology of a building, room or element.
* Identifying the color scheme throughout a room associated with a particular period of significance, to interpret or restore the room, or to make informed decisions when selecting new paint colors.
* Creating a record of the full paint layer sequence in areas at risk of decay or loss. (Is that what you meant?)
* Identifying the type, ingredients and application methods of original paints when existing historic paints need to be cleaned, stabilized or replicated. Original colors may change over time because of natural decay of paint ingredients and exposure to sunlight, moisture and the atmosphere over time.

The study will make recommendations for protecting and preserving historic paint, commissioning an appropriate historic paint analysis study and managing hazardous materials (lead paint). The purpose and scope of the historic paint analysis study will be developed according to the Condition Assessment and in consultation with Donnamarie and her requirements for archival record and interpretation. BBB’s Architectural Conservator, Gladysa Vega, has extensive experience in historic paints analysis and leads our in-house finishes investigations.

**Historic Preservation/Renovation [Northeastern Prequal, 4/16/2021 PNY32.80]**

Historic architecture can connect people across time and orient building users by providing an authentic sense of place, commonality, and belonging. BBB is renowned for our expertise in and our passion for rehabilitation and adaptive reuse, infusing vitality into historic buildings. Transformation excites us the most—unlocking potential opportunities and synergies within an existing building and a larger campus. This approach can be effective at scales both large and small, and with both interior reconfigurations as well as additions, and often involves strategic integration of new technologies.

**Historic Rehabilitation and Preservation Planning [Last Update: 12.4.13\_DC Union Station]**  
BBB has been entrusted with the preservation of many of America’s iconic structures, including Grand Central Terminal, Ellis Island Immigration Museum, Empire State Building, Historic DC Courthouse, US Diplomacy Center, Old Post Office, and Washington Monument, and many others. In addition to these landmarks, we have also led historic preservation and renovation of lesser known properties, buildings with historically sensitive interiors or within historic districts. The firm has developed a diverse portfolio of restored historic buildings and creative contemporary additions.

We pride ourselves on our commitment to being stewards of historic properties. Many of these projects began with a comprehensive preservation plan, including Grand Central Terminal and Hoboken Ferry Terminal, at which BBB Excels. Equally important to our past experience is the acknowledgement that each new project has its own challenges and opportunities, and that each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

Our diversity of expertise and broad-based outlook sets us apart from other firms. While many of our staff are specialists in the areas BBB is known for—architectural design, planning and urban design, preservation, interiors, and sustainable design—our collective strength lies in our interdisciplinary capabilities and design approach. Our talented staff bring bold and creative thinking to the challenges presented not just by buildings but also sites, campuses as well as cities and urban districts.

**Historic Rehabilitation and Adaptive Reuse [Last Update: 03/30/2018 Art Students League]**

BBB is renowned for our expertise in the broad field of historic preservation, rehabilitation, and adaptive reuse. Our expertise spans the field from research, technical preservation, and conservation, to contemporary additions and architectural transformations. We have a diverse portfolio of both civic and private buildings—many landmarks and iconic projects as well as lesser known older properties with historically sensitive interiors or within historical districts—throughout the United States and abroad.

Adapting older structures for new uses is perhaps the most potent expression of BBB’s design philosophy. Throughout our history, we have been champions of adaptive re-use, infusing new life into historic buildings. It is this transformation that excites us the most—unlocking the hidden potential that is embodied in an existing building. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting.

Our modifications and additions to existing buildings respect the principles and concepts of the original but acknowledge the evolutionary passage of time through designs that clearly belong to the present. Many of these projects involve the integration of new systems within constricted or sensitive structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions.

[Optional: 07/13/2018 Governors Island 20 Nolan Park]

Many of our adaptive reuse projects are for cultural and not-for-profit organizations which inevitably shape themselves when they engage in building projects. BBB is committed to the process of institution-building in the fullest sense, backed by an extensive portfolio of adaptive reuse of historic buildings for mission0driven clients. We work collaboratively with our clients to create customized programs and inspired spaces that transform institutions. Our exhibit and museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, the display and storage of art, public circulation, event space, education, and infrastructure.

**Historic Structure Report: A Vital Tool for Preservation, Planning and New Design [2016, 03/11 Museum of London]**

The Historic Structure Report (HSR) is an essential tool for the preservation and revitalization of historic structures. Its value stems largely from its applicability as a guide for architectural treatments and as a framework for planning. An HSR is typically produced by a multidisciplinary team, either as a stand-alone planning document or in conjunction with a revitalization project.

An HSR evaluates a property’s significance, documents its original design and development history, analyzes its existing conditions, and provides recommendations for preservation treatments and future planning and design. It identifies those features and elements of an existing property which retain the most architectural integrity and historic significance, and develops a hierarchy of preservation zones with recommended levels of intervention. It establishes a framework for design decisions regarding contemporary interventions and upgrades, including locations where alterations and new additions may be appropriate, and helps ensure that the value and integrity of the original building is preserved.

At its completion, the HSR may serve in a variety of ways. For the project team members, the HSR serves as a reference document for the duration of the project. For the owner organization and preservation agencies—requiring thorough familiarity with the building’s history and existing conditions, the team's methodology, and the decision-making process—the HSR communicates a vast amount of information including a justifiable basis for the stated design and preservation approach. For posterity, the HSR is a permanent archival record of the historic condition of the building and of the planning stage of its preservation.

**Approach to Renewing Heritage Buildings and Sites [2023, 2/15\_NYS Parks John Jay Homestead]**

Beyer Blinder Belle is renowned for our expertise in the broad field of historic rehabilitation, adaptive reuse, and new construction. Our expertise spans the field from research, technical preservation, and conservation to contemporary additions and architectural transformations.

Giving new life to historic and older buildings and sites is a skill that BBB has honed for many years. Whether the project mandates a restoration, rehabilitation, or reconstruction approach, a great understanding and sensitivity to the historic fabric are required. For the John Jay Homestead, the layering of new programs and functions while maintaining the historic character of its buildings, site, and its multiple stories to tell, will be an important goal for our multi-disciplinary design team.

Our modifications and additions to existing buildings respect the principles and concepts of the original but acknowledge the evolutionary passage of time through designs that clearly belong to the present. This project will involve the integration of new systems within sensitive structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing historic buildings.

We work collaboratively with our clients and many stakeholders to create customized programs and inspired designs that transform space. Our exhibit and museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, display and storage of art, event space, and historical education.

BBB's approach to this project will be grounded in fundamental research and start with a thorough understanding of the site. This important due diligence phase includes existing condition assessments, site analysis, and historic research, including investigating archival sources, looking for clues in-situ, and understanding the work that has gone before on the site. For new construction, it is important to understand the context of site, the continuity of use, and to appropriately distinguish the new design as relevant and timeless.

This project requires engagement of the private stakeholders and the community in the development for the program. This will take the form of a series of Workshops that are attended by the public, stakeholders, and client groups.

Once a program has been developed and the prioritization of projects is set, the development of the design includes three standard phases: Schematic Design, Design Development, and Construction Documents. At the end of each phase, detailed reviews and approvals by agencies and stakeholders take place, and an estimate of probable construction cost and a construction schedule are generated. Adjustments to the design to meet funding parameters, as required, occur at the end of each phase. Additionally, to meet accelerated construction schedules, we can work with the client to identify any long-lead items, such as mechanical equipment, elevators, etc. which could be pre-purchased by the owner to fast-track a schedule.

A successful construction phase requires a good, positive partnership among the builder, the owner, and the design team. Beyer Blinder Belle works hard to develop these relationships, staying available and responsive throughout, and listening to all parties to resolve field challenges in the most productive, expeditious manner. At the end of the day, the ultimate goal is to deliver a culturally meaningful, successful, and cost-effective project for our clients, and to educate the public about the importance of the John Jay family's role in the abolition movement.

The goals for this project include specific buildings and site enhancements to the John Jay Historic Site. Tasks include restoration and rehabilitation of the historic Bedford House and Brick Cottage, and a possible new building on the historic barn site for new programs to support education, exhibition, archive space, and administration. Expanding the educational and recreational activities and public accessibility of this important part of American history is critical to its success. Landscape restoration, including the gardens and farmland, will be studied. Major site infrastructure, including geothermal heating and cooling, water, sewer, and utilities will be studied for possible implementation.

For the John Jay Heritage project, the “Secretary Standards for Preservation” will guide Beyer Blinder Belle’s design approach to historic preservation of buildings and landscapes.

The historic character of a property will be retained and preserved. Distinctive features, materials and finishes that characterize the property will be preserved.

Existing fabric to the greatest extent possible shall be repaired and restored rather than replaced.

Repair treatments will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.

These standards apply to buildings, landscaped sites, farmed parcels, and all that make up this historic property. For decades, BBB has developed and implemented new design and preservation plans for some of the country’s most cherished historic places. They can include new additions to existing buildings or development of new, freestanding structures.

We will structure our plan to be specific to this project's needs—a practical toolkit for planning, funding, and implementing successful projects. We will prepare a Design and Preservation Plan which includes:

Research existing archival records, historic reports, and drawings, etc.

Record the current condition of building elements and diagnose defects.

Establish a consensus on the relative significance of the different areas and elements of each of the buildings and landscape.

**Historic Structures Assessments [ 2018,1/31 Basilica of St. Lawrence]**

When considering interventions to monumental, historic landmark structures, it is crucial that the design proceed methodically, collecting essential data not only about the project’s objectives, but also on the existing structure’s use, configuration, and character-defining features. Therefore, most of our projects begin with documentation and recording of original and existing conditions, including the assemblage of archival material, and testing and probing. This preliminary research forms the basis for evaluating changes in use and condition over time, and identifying the extent of work to be undertaken to reverse structural deterioration, preserve historic elements, and restore missing or decayed aspects of the original design. Assessment and recommendations are also made in regard to code compliance requirements and other life safety issues, considerations which often are not part

of the original design. The intention is to fully comply with the pertinent regulations while incorporating these requirements unobtrusively in the restoration or re-use design.

**Landmark Approvals & Quality of Historic Preservation Projects ONY34.83 Basilica St. Lawrence [2023, 4/21] Cultural\_Sacred\_Sacred, Rehabilitation/Adaptive, Restoration**   
Beyer Blinder Belle has built a practice and a national reputation on its ability to navigate the historic approval process for local, state, and nationally listed landmarks in locations throughout the United States and abroad. We have marshalled approvals on hundreds of projects on all jurisdictional levels, adhering to local commissions’ rules and the Secretary of the Interior’s Standards for Preservation, and ICOMOS and local regulations on projects in Europe, such as the Red Star Line Museum in Antwerp and the former National Stock Exchange in Budapest. We have, on a number of occasions, combined and negotiated approvals between two landmark agencies: New York SHPO and the New York City Landmarks Preservation Commission on the restoration of Grand Central Terminal, and the New York and New Jersey SHPO’s on the bi-state Ellis Island National Monument are two examples.

We employ design creativity to address contemporary challenges in sensitively improving historic structures. For example, the introduction of fire protection sprinklers through the floor above at the Cooper-Hewitt National Design Museum minimized damage to the ornate plaster ceiling in the Great Hall below. Running new ductwork above the roof at the iconic 1935 original terminal at Newark International Airport allowed the Art Deco marble and plaster lobby to be restored. This structure was moved one half mile to avoid a runway extension and then expanded to become the new airport headquarters to give the building new life. There are many tools in the Preservation Toolbox. All of the projects described were approved according to the Secretary Standards, some passing the additional scrutiny of the Section 106 NHPA process.

Beyer Blinder Belle preservation work has been honored with hundreds of awards on the national, state, and local levels, including from the American Institute of Architects, Presidential Design Awards, many state preservation organizations, DOCOMOMO, and multiple Lucy Moses Awards, considered the “Oscars” of the preservation world.

**Historic Structure Reports [2021/4/23\_City of Harrisburg HSR]**

BBB has a passionate staff of architectural historians, preservation architects, preservation planners, architectural conservators, and historic preservation specialists well versed in the Secretary’s Standards for Historic Preservation, HABS documentation guidelines, and NPS HSR guidelines that have produced many HSRs for a range of clients and building types, both as part of larger planning and design projects and as standalone documents. We have vast experience working collaboratively with project teams of clients and consultants equally passionate about historic and existing buildings.

Our historic projects vary in scope and involve various levels of intervention. When considering interventions to historically significant properties, it is crucial that research and survey work be conducted to consider the potential reuse opportunities and project objectives related to the existing structure’s historical context and significance, physical condition, facility management, and maintenance. This systematic detailed evaluation of the building is essential and valuable groundwork, enabling us to recommend to our clients a viable range of reuse opportunities.

Key examples include HSRs for the Carter G. Woodson Home and the East Potomac Park Field House in Washington, DC; Great Falls Tavern in Potomac, Maryland; and multiple reports for US Department of State overseas properties.

Other HSRs produced for the NPS in the Washington, DC area include the Mary McCleod Bethune Council House in Washington, DC; and the Piscataway Barn at National Colonial Farm in Accokeek, Maryland.

In addition to the NPS, our clients for HSR, building condition, and other similar projects include the Architect of the Capitol, National Gallery of Art, US Department of Defense, US Department of State Bureau of Oversees Buildings Operations (OBO), the US Naval Facilities Engineering Systems Command, and many private and non-profit organizations.

BBB has produced comprehensive HSRs for the Ellis Island National Museum of Immigration, the Smithsonian Institution’s Cooper-Hewitt National Design Museum, and Grand Central Terminal. A complete list of our HSRs and similar work is provided on the following page.

**Beyer Blinder Belle’s Historic Structure Reports [2016, 03/11 Museum of London]**

Beyer Blinder Belle has produced many HSRs for a range of clients and building types, both as part of larger planning and design projects, and as standalone documents. Key examples include HSRs for the Cooper-Hewitt National Design Museum, Grand Central Terminal and Ellis Island National Design Museum in New York City; St. Paul Union Depot in Minnesota; the U.S. Capitol Old Senate Spaces, and Mary McLeod Bethune and Carter Woodson houses in Washington, DC; and the Richmond Train Station in Richmond, Virginia. In addition to these, we have produced reports with a similar level of documentation and analysis for international clients, including for the Red Star Line Museum in Antwerp, Belgium; and the former Stock Exchange in Budapest, Hungary. A common thread through many these HSRs has been that their comprehensiveness and accessibility have set new standards for rehabilitation projects, in the United States and abroad. A selection of this work is described below.

BBB produced a comprehensive HSR for the Smithsonian Institution’s Cooper-Hewitt, National Design Museum in New York, at the outset of a major transformation of the museum. As preservation and executive architects, BBB was charged with enhancing the original character of the 1902 mansion while simultaneously guiding the careful integration of complex systems required of a twenty-first century museum. The HSR, and corresponding Preservation Plan, guided the sensitive integration of contemporary design interventions as well as the protection and restoration of significant interior spaces, architectural features, and garden.

BBB was the lead design and preservation architect for the revitalization of the St. Paul Union Depot, working with a large interdisciplinary design-build team to rehabilitate the building and train deck into a modern inter-modal transit facility. Concurrent with the design of the project, BBB produced an award-winning HSR, which served as an essential tool for the project’s planning, design and approvals. It became the basis for an updated National Register Nomination, and was presented to President Obama as a gift at a ceremony celebrating the project as an exemplary Federal stimulus-funded rehabilitation.

The HSR and Master Plan produced by BBB to guide the comprehensive rehabilitation of Grand Central Terminal were keys to the successful renewal of one of New York City’s most cherished landmarks. Produced for the Metropolitan Transit Authority (MTA) and reviewed by the New York State Historic Preservation Office (SHPO), and the New York City Landmarks Preservation Commission (LPC), the HSR was an indispensable tool in the restoration of the Terminal, and has become a model for the level of planning and documentation needed for complex rehabilitations of significant public buildings.

In the early planning phases for the Red Star Line Museum in Antwerp, Belgium, and the adaptive reuse of the former Budapest Stock Exchange in Hungary, BBB produced comprehensive documents incorporating archival research—often working with local historians—and existing conditions analysis, establishing a framework and rationale for proposed restoration and new design interventions. In both cases, the documents surpassed the expectations of local reviewing agencies, and set new standards for major rehabilitation projects.

The Architect of the Capitol commissioned an HSR for three historic spaces designed by Benjamin Henry Latrobe in the United States Capitol, to document their history and significance, and to provide recommendations for future restoration. Working with AOC and Senate curators and archivists, BBB conducted exhaustive research and on-site investigations to produce an essential reference document and planning tool for the AOC.

As part of an IDIQ contract with the National Park Service (NPS), BBB produced HSRs for two National Historic Landmarks in Washington, DC: the Carter Woodson House, and the Mary McCloud Bethune House. Both significant as former residences and offices of important historical figures, the homes remain in use by the NPS. The HSRs incorporated thorough architectural surveys and historical documentation, identification of existing conditions, and recommendations for preservation treatments and appropriate alterations and expansion.

Ellis Island National Museum of Immigration – Prior to design work, careful research was conducted in order to analyze existing conditions, historic space utilization, and architectural significance of all the buildings on the island. Extensive documentation of the findings was produced in a multi-volume HSR to ensure comprehensive programming of the renovation process, and to serve as a basis for subsequent design and master planning decisions.

BBB updated and revised HSRs for the Jacob Riis Bathhouses, the Floyd Bennett Field Hangar complex, both at the Gateway National Recreation area, and the Hamilton Grange in Harlem, New York, for the NPS. Originally compiled in the 1980s and 1990s, the revised documents update existing conditions and illustrate proposed use scenarios.

**Housing [2020, 2/5 American Musical and Drama Academy On-Call PNY31.61]**

Beyer Blinder Belle has over 50 years of experience in residential design services: from affordable housing in the Bronx at our firm’s inception to multi-family buildings in New York City and beyond. These skills have been applied in the last fifteen years to our institutional portfolio, where we have programmed, planned, renovated, and built student housing for thousands of beds. Our work includes retrofitting market housing for student use at Harvard University’s Swing for House Renewal project, to the gut renovation of turn-of-the-century residence halls for Union Theological Seminary in the Morningside Heights neigborhood; to a vertical campus for Manhattan School of Music.

Planning for student housing for AMDA will require an understanding of the student’s needs and an agility in planning within existing parameters. Our residential portfolio curated at right demonstrates vision, expertise, and flexibility.

HOUSING FOR ACADEMIC INSTITUTIONS

Amherst College, Residential Model Study, Amherst, MA

Columbia University, President’s House, New York, NY

General Theological Seminary Graduate Dormitory Renovations,

New York, NY

General Theological Seminary Faculty Housing, New York, NY

General Theological Seminary Desmond Tutu Education Center,

New York, NY

Harvard University, Undergraduate House Renewal, Winthrop House, Cambridge, MA

Harvard University, Undergraduate House Renewal, Adams House, Cambridge, MA

Harvard University, Swing for House Renewal, Cambridge, MA

Manhattan School of Music, Andersen Residence Hall, New York, NY

The School at Columbia University and Faculty Residence,

New York, NY

University of Pennsylvania, Confidential Housing Project,

Philadelphia, PA

Union Theological Seminary, Hastings Hall Renovation, New York, NY

SELECTED DEVELOPER RENOVATION PROJECTS

33 East 74th Street, Whitney Townhouses, New York, NY

70 Washington Street, New York, NY

110 Livingston Street, Brooklyn, NY

Belltel Lofts, Brooklyn, NY

The Shephard, 275 West 10th Street, New York, NY

SELECTED DEVELOPER NEW CONSTRUCTION PROJECTS

1010 Park Avenue, New York, NY

21 West 20th Street, New York, NY

500/524 East 14th Street, New York, NY

551 West 21st Street, New York, NY

70 Charlton Street, New York, NY

CORTE, Long Island City, NY

Essex Crossing, The Rollins, New York, NY

The Hendrik, Brooklyn, NY

The Kent, 200 East 95th Street, New York, NY

**Inclusive Process for an Inclusive Program [2021, 4/6 Barnard College]**

Design is more than bricks and mortar. It involves people and their aspirations, and it benefits from a thoughtful and clear process of facilitation, presentation, and feedback to achieve a project’s goals. This applies to programming with departmental users as well as engagement with stakeholders and donors.

Several well-being offerings, including FitBear and the BFC, are housed at Barnard Hall; other programs will establish a new or expanded presence within the building. We anticipate that a dialogue will be needed to balance the Center’s aspirations and the building’s potential—an architectural equivalent of the mind-body connection.

A successful design process needs leadership to build consensus from many inputs, ensuring that both quantitative and qualitative space needs are met through creative planning and design. We are skilled listeners and communicators, and we can help Barnard make well-informed decisions based on impartial analysis, careful prioritization, and creative consideration of alternatives.

**Infrastructure Planning [2021, 04/28 South Street Seaport Museum]**

BBB developed regional resiliency plans for vulnerable oceanfront communities in New York City in response to the challenges presented by climate change and significant events including Superstorm Sandy. These projects required the design of physical infrastructure combined with social, economic, and ecological improvements within each community. BBB’s new Boardwalk Cafe at Jones Beach was designed to withstand the storm surges and flooding of an oceanfront site with a design that complemented the historic Robert Moses-era buildings and boardwalk. The building is elevated 20 feet above the water level, meeting FEMA requirements, and integrated with the adjacent boardwalk and buildings through a series of ramps, stairs, canopies, and stone piers.

**Infrastructure & Sustainability Planning [2017, 10/06 NYCEDC Sunnyside Yards]**

Planning for sustainable and resilient cities is critical within a future of climate change and urbanization. As urban designers our work considers not only the architecture of buildings and public spaces, but also the infrastructure services that support these places. We lead and facilitate technical teams to integrate sustainability and infrastructure planning within large-scale projects **[, recognizing that the future of cities is contingent on the integration of all systems into a resilient design] [Short version].**

For example, in New York City we developed regional resiliency plans for vulnerable oceanfront communities in response to the challenges presented by climate change and significant events including Superstorm Sandy. These projects required the design of physical infrastructure combined with social, economic and ecological improvements within each community. Our plans have also transformed environmental practices for large urban and campus sites in areas including site water management, mobility and access, and conservation of existing structures and resources. As a firm, we have also developed a number of LEED-certified projects and have experience with other internationally accredited sustainability certification systems.

**Infrastructure & Vehicular Access [2017, 06/06 FRB NY Trucking Area]**

BBB’s infrastructure portfolio includes such notable projects as the award-winning restoration of Grand Central Terminal; restoration and improvements to Newark Penn Station, a National Register landmark transportation terminal; and the redevelopment of TWA Terminal 5, the landmarked Eero Saarinen building at John F. Kennedy International Airport. Additional projects in this practice area range in scale from the rehabilitation of the Williamsburg Bridge to travel plazas on the New York State Thruway to providing planning, restoration, and new design services for Hoboken Terminal, a project that we have been involved with for over a decade. We have worked on many projects that include issues of vehicular access and protection, such as physical security projects for the US Geological Survey Headquarters in Reston, VA, Federal Reserve Bank of New York, and the new World Trade Center Retail Development in New York. Our clients have included the Metropolitan Transportation Authority, the Port Authority of NY & NJ, the NYC Department of Transportation, and many other federal, state, and local public agencies.

**Interiors [Higher Ed: Northeastern Prequal, 4/16/2021]**

Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate student life in such buildings with inviting, stimulating, and engaging facilities—including student housing, student centers, dining halls, innovative instructional facilities, and significant common spaces. Our institutional interiors are developed in lockstep with architectural design, ensuring a coherent vision. Our designs reflect the character and culture of an institution, taking cues from the past while telling a story of today and the future. Our finishes and furniture selection is equally driven by well-being, health, durability, comfort, and attractiveness. The right choice of finishes as well as creative lighting and environmental graphics have the potential to transform an undistinguished space into an inspiring one.

**Interiors [Last Update: 7/20/2018 Penn Quad]**  
BBB's design objective is to achieve design and technical excellence in solutions that embody the culture of our clients, which applies equally to finish materials and furnishings. We have broad in-house capabilities and experience in the interior design of academic, institutional, residential, corporate, and retail projects, and our interior designers and architects have created numerous state-of-the-art living, learning, and work spaces.

Our interior design experience extends to the particular skill of renovating historically sensitive interiors or buildings for contemporary functions. We have created a range of spaces, from historically appropriate restorations to cutting edge interventions that reflect the identity of the occupants and their missions.

**Interior Design Experience [2021/03/19, St. Sava’s Cathedral]**

Interiors are an integral part of most BBB projects, whether cultural, residential, academic, corporate, or retail, and range in character from historically-appropriate restorations to contemporary interventions. Our objective—in selecting finishes, furnishings, fabrics, lighting, and accessories—is to reinforce and communicate a project’s overall architectural design intent and, equally important, to reflect the values and aspirations of our clients. BBB will work in collaboration with St. Sava Cathedral to define the unique culture of the institution.

We understand that a productive client-architect relationship can uncover and maximize functional and design potentials. Our interior designers and architects create an open dialogue to identify cost-effective, yet elegant and innovative solutions for state-of-the-art spaces through an inclusive process. And of course, a timeless design and durable finishes will allow lower operating and maintenance costs in the future.

**Interiors [Last Update: 2019/7/24 18 India Street] also in [2020, 2/14 Park Tower Group PNY31.66]** (black text – 18 India St. + Cizsek Hall + Park Tower Group, blue text – 18 India only, red text – Cizsek Hall only (beginning until …"inclusive process” used in [2020, 5/28 Mayflower Mtn Resort Pioche Village PNY31.98] and [2020, 3/2 Mayflower Mtn Hotel and Condo PNY31.77] and [2020, 2/7 Parx Hotel Casino PNY31.58])   
Interiors are an integral part of most BBB projects, whether residential, academic, cultural, corporate, or retail, and range in character from historically appropriate restorations to contemporary interventions. Our objective—in selecting finishes, furnishings, fabrics, lighting, and accessories—is to reinforce and communicate a project’s overall architectural design intent and, equally important, to reflect the values and aspirations of our clients.

BBB will work in collaboration with LMC and RedSky to define the unique culture of 18 India Street. We will translate your vision into the design of a welcoming signature lobby, exceptional and efficient residential units, and key contemporary amenities. Our team will create a true sense of “place” for the building—a sense of home. We have broad in-house capabilities and experience in the interior design of market rate and affordable residential, academic, institutional, corporate, and retail projects. Selections of interior finishes, furnishings, fabrics, lighting, and accessories are essential to communicating design intent.

We understand that a productive client-architect relationship can uncover and maximize functional and design potentials. Our interior designers and architects create an open dialogue to identify cost-effective, yet elegant and innovative solutions for state-of-the-art living and work spaces through an inclusive process.

18 India Street's unique location and a compelling design will present an opportunity to do something different. Differentiation will assist in marketing efforts, especially with the surge in development of North Brooklyn and Long Island City in recent years. And of course, a timeless design and durable finishes will allow lower operating and maintenance costs in the future.

Planning starts with thorough programming and a client-architect relationship that can uncover and resolve challenges. BBB firmly believes that the best design solutions are achieved through an inclusive design process that brings thprofoe client and its user groups together with the team of design professionals from the project’s inception. BBB strives for excellence and cost-effective solutions by creating an open dialogue that embodies the culture and the working needs of our clients.

**Interiors [ 1/29/2018 139 Greene Street]**

We understand that a productive client-architect relationship can uncover and maximize functional and design potentials. Our objective is to strive for excellence and cost-effective solutions by creating an open dialogue that embodies the culture and the working needs of our clients. This collaborative environment encourages the Team to find solutions that are both creative and appropriate.

**Interiors [Last Updated: 2019/01 62-64 3rd Avenue]**

BBB has extensive experience in the interior design of residential, institutional, academic, corporate, and retail projects. Our interior designers offer appropriate and creative solutions for revitalizing the interior environment. Selections of furnishings, fabrics, lighting, and accessories are essential to communicating design intent. Our objective is to achieve design and technical excellence and cost-effective solutions that embody the culture of our clients. We have created a range of spaces, from historically appropriate restorations to cutting edge interventions that reflect the identity of the occupants and their missions.

Our services include the execution and coordination of the following components of interior architecture: pre-leasing analysis, interior surveying, programming, space planning, design, contract documents, budget estimating, scheduling, bidding, construction administration, FF&E selection and purchasing, project management, move-in coordination, and maintenance programs.  
  
**Interior Design [2020, 1/21 Comp Sci High PNY31.57]**

The design process for schools is unique, requiring durability, flexibility, and state-of-the-art innovation that promotes a technologically advanced environment. Our clients are encouraged to participate in “image making” to envisage an aesthetic that reinforces the mission statement. Included are developed ideas translated by plans, elevations, details, furnishings, finishes, graphics, and signage.

**Interiors Planning Expertise**  
Beyer Blinder Belle has a specialized group that focuses on the interiors of corporate, institutional and retail projects. Good planning starts with good programming and a client-architect relationship that can uncover and resolve conflicts. With changing needs in business operations and systems, it is cost-effective to provide adaptable work environments and adjustable/changeable mechanical systems.  
  
The firm has designed numerous state-of-the-art spaces and has achieved the best design solutions through an inclusive design process bringing the client and its user groups together with the team of design professionals from the project’s inception.

Our objective is to strive for excellence and cost effective solutions by creating an open dialogue that embodies the culture and the working needs of our clients. This collaborative environment encourages the Team to find solutions that are both creative and appropriate. However, to actually create and maintain this kind of working relationship throughout the project, requires a strong management team.

**Modest Scale Interior Design Specialists** **[2021, 3/11 MIT On-Call Architects Interior Reno PNY32.68]**

BBB offers a breadth and depth of experience with modest-scale interiors for academic institutions. With a deep appreciation of the various pressures and priorities from the scale of campus planning down to the selection of furniture, BBB brings the same level of engagement, analysis and creativity to all scales of projects. We have chosen an in-house team with a level of expertise in interior renovations and years of practical experience in the field who will work closely with MIT through each phase of each task assigned under the contract to bring the highest level of interior design to MIT’s office and classroom projects.

We evaluate layouts and infrastructure, break down the assigned tasks into discrete components, assign specialists to solve the problems, and provide oversight to ensure coordination between disciplines and quality control.

The new design must offer variety and visual cues—design motifs or features unique to each program area. Spaces that are aesthetically interesting, promote and support collaborative learning, and working environments are key components to the success of this Interior Renovations On-Call Contract.  
  
**International Practice**  
In addition to our national reputation for notable restoration and adaptive reuse, as well as new construction, we have been recognized with international commissions for decades in Russia, China, Czechoslavakia, France, Latvia and Wales. Current projects abroad include the adaptive reuse of the Exchange Palace, Budapest, Hungary; a new art center in Guiyang, China; a new Aga Khan University in East Africa; the conversion of three historic Red Star Line waterfront buildings to a Museum of Migration Antwerp, Belgium; and the expansion of the Holy Mosque in Makkah, Saudi Arabia.  
  
Renovation of Iconic Modern Landmarks  
BBB has led restorations of significant modern structures of the 20th century, including Eero Saarinen’s TWA Flight Center at JFK International Airport (1962), Shreve, Lamb & Harmon’s Building E52 at Massachusetts Institute of Technology (1938), Paul Rudolph’s Art & Architecture Building at Yale University (1963), Delano & Aldrich’s Marine Air Terminal at LaGuardia Airport (1939), and Junzo Yoshimura’s Japan Society (1971).

**International Experience [Zanzibar MP, 2017]**

In addition to our national reputation, Beyer Blinder Belle works internationally on planning, architecture, and preservation projects for which our experience and approach can bring unique value. We have completed architectural projects in Hungary, China, Belgium, Czechoslovakia, France, Saudi Arabia, Latvia, and Wales and developed campus master plans for the Aga Khan University in Arusha, Tanzania and Kampala, Uganda. BBB is engaged with the US State Department and the Bureau of Overseas Buildings Operations at US Embassy locations worldwide including Brazil, Italy, Belgium, Ecuador, Thailand, China, and South Africa.

Working abroad requires agility, sensitive and experienced application of best practices and design principles, and a deep respect for culture and history in a wide variety of contexts. These skills allow us to work with our international partners in creating award-winning projects across the globe. Our team is well versed in working across time zones, disciplines and regulatory frameworks. Our staff come from 45 different countries, and collectively speak more than 18 languages. As a large firm, we have the resources and flexibility to work both within and outside of the United States, establishing satellite offices when needed for short and long-term projects.  
  
**Invigorating the Landscape [2020, 12/17 Skidmore College Master Plan PNY32.49]**

The rich tapestry of natural beauty, strong planning tradition, and dynamic environment at Skidmore College provides the backdrop for an exciting future. One of Skidmore’s greatest strengths is the arrangement of buildings within a rolling landscape. Most building compositions allow the landscape to flow around them, transitioning from one space to another as an unselfconscious continuum. This imparts a powerful visual and experiential continuity within the landscape. The master plan must recognize these assets and how they contribute to the unique spirit of place and lay out a blueprint to both preserve the heritage of the distinctive place that is Skidmore College and support the mission to lift students and society by educating leaders, building healthy communities, and making discoveries that will change the world.

One of the intended outcomes of the master plan is for the campus to be a model for responsible environmental practices, which dovetails with two other goals: nurture the landscape as integral to learning and scholarship and promote the landscape as a demonstration of environmental sustainability. Taken together, the landscape can do more to enhance the core mission of Skidmore to foster creative thinking and learning.

We propose to assess and plan the campus landscape through the lenses of two interdependent networks: a matrix of systems both ecological and functional and districts that are physically distinct shaped by building programs, architectural composition, and open spaces. Examples of systems include the separated pedestrian and vehicular circulation and the ecological functioning of the North Woods. Examples of the districts include the Arts complex, residential clusters, and athletics. By examining the campus through these two perspectives, co-benefits can amplify positive change and become mutually supportive.

The proposed new residential buildings along with construction of Crescent Green and a hierarchy of accessibility within the North Woods will significantly influence the landscape. We will seek to create spaces that encourage students to meet in casual settings designed for impromptu gatherings that are welcoming. Our plan will encourage students to discover and engage in the existing and expanded campus landscape in ways that comport with ecological sensitivity, sustainability, and future impacts of climate change.

Educational environments are potent when students have a sense of inclusion and mechanisms for involvement. Together, these engender an experience of community. Today, Skidmore offers a variety of academic centers and student initiatives including environmental science, the Environmental Action Coalition (EAC), and various other student clubs as ways to engage students in various aspects of sustainability. The master plan process will further integrate the campus landscape as part of living laboratories demonstrating best practices in physical development and learning space design, which in turn promote creative thought.

The contribution of the landscape focus in the master plan will strive to recalibrate the relationship between humans and their environment grounded by four foundational themes: improving the campus to be more inclusive and welcoming for the campus community, more adaptable to the impacts of climate change, more educationally engaging by learning through the landscape, and more physically and socially interconnected. Grounded by Skidmore’s Campus Sustainability Plan, the landscape recommendations will serve as an adaptive and flexible tool to guide landscape initiatives over time, whether associated with building construction or as stand-alone improvements.

**Government Experience**  
BBB is committed to public and civic projects. We approach these projects with the intent not only to develop design, but also to develop long term relationships with government agencies at the federal, state and local levels. We view our public sector work as an integral part of our mission to create design that balances existing resources and tradition with innovation, while addressing the client’s needs. Our extensive work with government agencies, including the City of New York, Federal Reserve Bank, National Park Service, US General Services Administration, Architect of the Capitol, and the Port Authority of New York & New Jersey has familiarized us with many unique operational, policy, schedule and mission-critical parameters.

**Large and Complex Construction Projects [11/4/2015\_LC David Geffen Hall]**

Beyer Blinder Belle has had the privilege of working on a number of very large and complex design and construction projects in the United States and abroad. All of these projects required a creative approach to multi-phased projects delivery and oftentimes had on-site and offices. Several examples of these complex projects include:

Shanghai Cultural Arts Center

World Trade Center Redevelopment Project

Retail development in Towers 1, 2, 3, 4, and the project office in 7 WTC

Ellis Island Museum of Immigration, New York Harbor

Largest preservation project at the time of completion

Aga Khan University in Arusha, Tanzania

New University Town and Campus for the Aga Khan Foundation

Hungarian Stock Exchange in Budapest, Hungary

Adaptive reuse to retail, office, and residential, complex phasing project

**Architect of the Capitol**

BBB has worked on numerous projects at the US Capitol, starting with the Infrastructure Modernization Master Plan. The project addresses upgrades to fire protection, HVAC, electrical, lighting, plumbing, telecommunications and vertical transportation systems. Principal goals include sensitive integration of systems into the existing architectural fabric; life-safety upgrades using both prescriptive building codes and performance-based analysis; and implementation of recommendations with minimal disruption to the Congressional schedule. Additional projects at the US Capitol include West Terrace Egress Stairs, Chambers Security Upgrade, Plaster Study, and Marble steps study of the East Grand Stair.

BBB provided analyses to redesign both the House and Senate Chambers. Systems studied include fire protection, HVAC, electrical, lighting, television broadcasting, and telecommunications. Studies focused on the potential of recreating the 19th-century design, while addressing technical and code deficiencies. Phased implementation with minimal disruption to the House of Representatives and the Senate was also a major priority.

BBB is preparing construction documents to restore the 1879 Summerhouse designed by Thomas Wisedell. The restoration of the open air structure will include:  restoration of existing masonry, replacement of terra cotta roof, full restoration of the landscape that dates to Olmsted’s original design, recreation of a historic paving pattern, upgrades to the fountain system, upgrades that address accessibility.

For the restoration of the 1958 Taft Memorial BBB is preparing construction document.  The Memorial's restoration that will include: repairs and restoration to the marble, upgrade to electrical and mechanical systems, restoration of the fountain operation, OSHA and accessibility compliance upgrades and new lighting.

BBB is completing a roofing study of the Library of Congress Thomas Jefferson Building to assess the conditions of the 130,000 sf of copper roof that are contributing to the water penetration issues and to make recommendations for repair or replacement.  Integral with this task is the review of a design by others for fall protection and how the installation of this system might be coordinated with the implementation of recommended roof repairs.

# Higher Education Design [2021, 7/16 Harvard Hillel PNY33.07]

Design for educational institutions is central to BBB’s practice. BBB has rehabilitated and reimagined buildings for many venerable higher education institutions, guiding the reuse of buildings to accommodate contemporary needs. Our diverse experiences on campuses have provided us with many insights into student life and how highly utilized buildings like Rosovsky Hall can be reinvigorated – and their potential maximized - with inviting, stimulating and engaging spaces.

# Integrating Building Systems [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Firms PNY32.19]

We pride ourselves on taking on complex projects, including adeptly handling architectural projects in some of our city’s and country’s most sensitive and historic facilities. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of an institution’s physical facilities. We have completed many projects that involve the integration of new systems within constricted or sensitive structures, and our experiences have taught us that the integration of new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. Effective integration of state-of-the-art infrastructure into a large, complex, and sometimes historical, building is accomplished through a rigorous process of balancing system needs with the building’s unique characteristics to establish both goals and design criteria.

This process begins with a building systems assessment confirming the presence or absence of abandoned or underutilized systems—unused piping or cabling, abandoned chimneys, elevator shafts, flues, attics, and crawl spaces— and existing systems still in use which are then documented. We work with our subconsultants, including MEP engineers, structural engineers, building envelope, and roofing consultants, to assess the existing building systems in use and identify any limiting factors in the building’s configuration. We utilize probing and non-destructive testing techniques to better ascertain where and how both new equipment, components, and their distribution ducts, piping, and conduit can be located.

We consistently work with our clients and consultants to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. Incremental improvements to energy efficiency, such as selective improvements to equipment, improved lighting efficiency, occupant controls, and daylighting allow us to propose a range of high performance features within existing buildings. In addition, more substantive energy performance improvements such as geothermal energy, solar power, or cogeneration are considered and analyzed where appropriate, including with respect to operating and life-cycle costs.

FOCUS ON Integrated Building Systems:

US Capitol

At the United States Capitol, BBB developed a building-wide master plan for this iconic and monumental 840,000 SF building, which was built in stages over 225 years and is still evolving. Areas with traditional, load-bearing vaulted construction juxtapose with more contemporary construction. The terraces designed by Frederick Law Olmsted in the 1880s created a large basement floor that offered opportunities to have both support spaces and infrastructure.

BBB researched the development of the Capitol’s central air conditioning system in the 1930s, one of the first to be installed in a large public building, and developed design concepts for return air ductwork to mitigate the flow of return air through the corridors and existing egress stairs.

BBB studied the applicable sprinkler codes and standards regarding placement and installation of sprinkler heads and located them in coordination with the extensive decorative artwork and murals located in many of the offices and corridors.

BBB investigated the reconfiguration of the ceiling laylights at the house and Senate chambers to accommodate ductwork, sprinkler piping, lighting and acoustic baffles, while improving the environmental quality and restoring aesthetic continuity to the House and Senate wings.

# K-12 Experience (original use unknown, also used in [2020, 1/21 Comp Sci High PNY31.57]) Academic institutions are complex, multi-layered communities that resonate with BBB’s culture and philosophy. Planning and design for educational and research institutions are central to our practice. We have designed the renovation and adaptive reuse of existing buildings, as well as the addition of new buildings for many K-12 schools, including Xavier High School, Riverdale Country School, St. Peter’s Preparatory School, Old Boys High School, and The School at Columbia University, a K-8 independent school administered by Columbia.

# Buildings that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate campus life with inviting, stimulating, and engaging facilities—including innovative classrooms and instructional facilities, student centers, dining halls, performance spaces, student housing, athletic and recreation centers, and significant common spaces. We have found through our academic experience that the most successful buildings are reflective of the spirit and vitality of their students and faculty and are unique to their site and context.

# LEARNING [2015, 11/18 Phillips Academy OWHL brochure]

Campuses like Andover are dynamic, diverse and 24/7 communities. Learning does not stop outside of the classroom, the academic building, or even the campus proper. Every space on a campus should be considered in the broader context of the student experience.

We believe strongly that the successful design of academic buildings can actively encourage, enhance, and celebrate human interaction and conviviality. We strive to create spaces for circulation and gathering that harness the energy of pedestrian traffic, channel its flow to mix people walking in different directions, and create “sticky collisions,” natural resting places and alcoves where people want to slow down, stop, and talk.

From our recent experience, academic environments are changing rapidly in response to changes in pedagogy and technology. Classrooms are no longer about a single setup – flexibility is a top priority to reflect new teaching methodologies. Technology is ever advancing, yet ease of use is a critical requirement.

Also, students are learning on their own time in different ways than ever before. Our programming and design work has yielded a landscape of spaces that accommodate many needs – from individual study to group work in a variety of informal and formal settings. At the most basic level, comfortable and functional furniture and outlets are always top priorities for students.

At OWHL, many of these types of spaces exist, but perhaps not in the proper proportion or placement. Lovely historic rooms are valued but less flexible; study nooks are in high demand. A robust programming exercise and the testing of concepts will yield the right balance of types of spaces to support students’ needs and administrator and faculty aspirations for inspired learning.

**LEARNING [2015, 11/18 Phillips Academy OWHL brochure; also used as “CREATING COMMUNITY”]**

Campuses like Andover are dynamic, diverse and 24/7 communities. Learning does not stop outside of the classroom, the academic building, or even the campus proper. Every space on a campus should be considered in the broader context of the student experience.

We believe strongly that the successful design of academic buildings can actively encourage, enhance, and celebrate human interaction and conviviality. We strive to create spaces for circulation and gathering that harness the energy of pedestrian traffic, channel its flow to mix people walking in different directions, and create “sticky collisions,” natural resting places and alcoves where people want to slow down, stop, and talk.

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LIBRARIES [2015, 11/18 Phillips Academy OWHL brochure]

Amidst great change in technology, pedagogy, and community life, libraries remain vital places. They are the consistent, accessible, and vital heart of campuses and cities alike, where people come in search of knowledge, to learn and to share. With each commission, Beyer Blinder Belle must grapple anew with the ongoing inquiry of what makes libraries relevant in today’s society. This broad question is central, of course, to the renovation of Andover’s Oliver Wendell Holmes Library.

We have assisted, and continue to assist, our library clients in examining their buildings’ past, present needs, and future potential. From Enoch Pratt Free Library, a haven for the Baltimore community whose traditional physical structure is being transformed by new forward-thinking programs for teens and adults, to Hackett Hall at Riverdale Country School, where the need for more gathering and study spaces led to a creative addition to an honored McKim, Mead & White building, we are constantly attuned to the needs of a particular community. While the needs may have commonalities, the programming and design solutions are very specific.

At Oliver Wendell Homes Library, we will seek to retain that which makes the building an historic heart at the academic core, and will challenge ourselves—and your community—to think beyond the bounds of the current program and mode of operation to make the library even more relevant to how students and faculty learn and teach. From our initial conversations with you on this subject during our master plan work, we know that this collaborative exploration will be rich, inquisitive, and forward-thinking.

Local Expertise (NY)  
As a result of extensive work throughout the New York metropolitan area, BBB has acquired in-depth knowledge of local codes and a substantial track record in the area of developing positive, successful working relationships with New York State and New York City public agencies, such as the New York City Department of Design & Construction, New York City Department of Parks & Recreation, Metropolitan Transportation Authority, New York City Landmarks Preservation Commission, New York City Public Design Commission, New York City School Construction Authority, New York State Historic Preservation Office, Dormitory Authority of the State of New York, New York State Thruway Authority, New York State Department of Transportation, Brooklyn Navy Yard Development Corporation, Empire State Development Corporation, New York State Department of Transportation, and State University Construction Fund.

**Master Builder Approach [2017,06/08; Gilbane NYCEDC Solar 2 Project]**

We strive to understand what clients’ needs are and to “own” projects in the sense that it is our responsibility to see that they are designed and constructed on time and within budget, thus making ourselves both architects and owner-advocates. In this role, we circumvent the unintended erosion of design and construction quality that can often result from a traditional delivery method. As design-builders and architects, BBB returns to the historic role of “master builder” to take control of projects from inception to completion. The outcome is quality design that offers efficiency, accountability, flexibility, and maximum value for the client.

**Art Museum Experience [2022, 10/20; ONY34.39\_CONFID\_Brandywine Art Museum]**

For the past ten years, BBB has been working on multiple projects at The Metropolitan Museum of Art that involve both reconstruction of existing areas and new construction. Two of these projects included extensive new skylights and window walls providing filtered and controlled natural light to art galleries while improving the building envelope and HVAC systems to ensure optional environmental conditions for art conservation: the European paintings galleries skylight and infrastructure project, and the renovation of the Michael C. Rockefeller Wing, housing galleries for the arts of Africa, Oceania and the Americas. On both of these projects, we collaborated with Ove Arup & Partners with their unique integrated daylighting design and lighting design practice. With their technical expertise, we have worked to develop innovative and creative skylight and solar shading solutions to provide precisely calibrated light levels that meet curatorial and art conservation requirements.

Similarly, we are involved in the ongoing renovation and expansion at the Frick Collection and Art Reference Library, working with Arup to replace skylights and design new high-performance building envelope systems designed to control and filter daylight and maintain optimal environmental conditions. In our work at the Morgan Library & Museum, working as architect of record in collaboration with Renzo Piano Building Workshop and completed in 2005, we also worked with Arup on lighting and daylighting design for extensive skylit and glazed areas at public spaces and galleries.

The Brandywine Museum of Art project offers a fascinating engineering challenge: to maintain an optimal and well-controlled museum environment and present art in filtered natural light; and at the same time to create a building that employs best sustainable design practices to conserve energy and minimize impacts on the surrounding naturalistic site and landscape. We propose to work with Kohler Ronan as MEP engineers on this project, with whom we have worked on many projects including the Metropolitan Museum and the Frick Collection. In these projects, they designed HVAC systems carefully calibrated to meet museum temperature and humidity conservation requirements while preventing condensation at skylights and windows. To do this successfully requires careful coordination of the building envelope with the mechanical systems, rigorous analysis of the thermal properties of high-performance building envelope components, and a sophisticated energy modelling software that can analyze air flow, temperature gradients, and energy usage.

BBB’s work for other museum institutions includes both new and existing construction: the National Gallery of Art, Cooper Hewitt Smithsonian Design Museum, South Street Seaport Museum, the Norwalk Maritime Aquarium, the Rubin Museum, Red Star Line Museum, Thomas Edison National Historic Park, the Norwalk Maritime Aquarium, the Smithsonian National Museum of American History, and the Smithsonian National Museum of Natural History.

**Experience with NYCEDC**

**[Last Updated: 2017, 07/14 NYCEDC Manhattan Waterfront Greenway]**

BBB has worked with NYCEDC since 2006 on planning, urban design, architecture, and resiliency planning. We have developed a strong and successful collaborative relationship with NYCEDC staff, understand the agency’s priorities, and support its objectives. We are proud of our work with NYCEDC on the High Line Maintenance & Operations Facility, Vernon Boulevard Redevelopment Study, Seward Park, the Special Initiative for Rebuilding & Resiliency (SIRR), and the Willets Point Redevelopment Plan, Special Zoning District, and Bike and Pedestrian Study.

*(AND OTHER AGENCIES – OPTIONAL ADDITION)*

In addition to NYCEDC, BBB has also worked with the NYC Department of Cultural Affairs on several projects including Mark Morris Dance Group, New York Botanical Garden Enid A. Haupt Conservatory, Cooper Hewitt, Smithsonian Design Museum, Manhattan School of Music, and the New York Hall of Science. Many of our projects require public agency reviews, and we have established good working relationships with, and understand the submittal and review requirements of, agencies such as the Public Design Commission, Landmarks Preservation Commission, City Planning Commission, and the Department of Buildings. We have presented in front of many of New York City’s community boards, as well as to the most important advocacy groups in the City including the Municipal Art Society, New York Landmarks Conservancy, and the Historic Districts Council among many others.

**Work with NYCEDC and Gilbane [2017,06/08; Gilbane NYCEDC Solar 2 Project]**

BBB has worked with NYCEDC since 2006 on planning, urban design, architecture, and resiliency planning. Recent work with NYCEDC includes the High Line Maintenance & Operations Facility, Vernon Boulevard Redevelopment Study, Seward Park, the Special Initiative for Rebuilding& Resiliency (SIRR), and the Willets Point Redevelopment Plan, Special Zoning District, and Bike and Pedestrian Study.

BBB has developed a strong and successful collaborative relationship with NYCEDC staff, understands the agency’s priorities, and supports its objectives. BBB is currently working with Gilbane on 1010 Park Avenue and The Kent 200 East 95th Street in New York City as well as the Enoch Pratt Free Library in Baltimore, MD. We have previously collaborated with Gilbane on the Muhammad Ali Center in Louisville, KY, the US Diplomacy Center in Washington, DC, and a feasibility study for the Cathedral of St. John in Providence, RI.  
  
**Working with Agencies and Stakeholders [2019/01 62-64 3rd Avenue]**  
Most of our projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of agencies such as the Public Design Commission, Landmarks Preservation Commission, City Planning, Department of Buildings and the New York State Historic Preservation Office (SHPO). We have presented in front of many of New York City's community boards, as well as to the most important advocacy groups in the City including the Municipal Art Society, New York Landmarks Conservancy, and the Historic Districts Council. We are also experienced with the City's ULURP process. Our wide-ranging work with colleges and universities across the country makes us uniquely qualified to shepherd projects with complex multi-party user groups, particularly in the early phases, where information-gathering, end-building, and collaboration \*\*\*\*. These special qualities -- and commitment to process -- of our firm's leadership and senior staff contribute as much to the success of our academic projects as does our creativity and technical skills.

**Working with New York City Agencies (Code) [Last Updated: 03/30/2018 Art Students League] blue added for [2020, 1/21 Comp Sci High PNY31.57]**  
The BBB team has extensive experience with structures throughout the five boroughs of New York City, and is fully conversant with the current 2014 and 2008 International Code, the NYC 1968 Building Code and the NYC 1938 “Old” Code. A mainstay of our practice is the ability to navigate through the New York City approvals environment. We have successfully shepherded hundreds of projects through the NYC Landmarks Preservation Commission (LPC). Similarly, many of our projects require variances and reconsiderations from the NYC Building and Planning Departments and other public agency reviews.

BBB has established good working relationships with, and well understand the submittal and review requirements of, agencies such as the LPC, the Public Design Commission, City Planning Commission, Department of Buildings and the New York State Historic Preservation Office (SHPO). We have presented in front of many of New York City’s community boards, as well as to the most important advocacy groups in the City including the Municipal Art Society, New York Landmarks Conservancy, and the Historic Districts Council among many others.

**Code Assessment (slight variation from above “Working with NYC Agencies blurb above) [[2019,8/29 St. Vartan Cathedral, Building Assessment, Cultural\_Sacred]**

The BBB team has extensive experience with structures throughout the five boroughs of New York City, and is fully conversant with the current 2008 International Building Code (IBC), the NYC 1968 Building Code and the NYC 1938 “Old” Code. Working with older structures, it is often advantageous to utilize the older or archaic codes as applicable in the design of a project. Many of our projects require public agency reviews. We have established good working relationships with, and well understand the submittal and review requirements of, agencies such as the Public Design Commission, Landmark Preservation Commission (LPC), City Planning Commission, Buildings Department, and the New York State Historic Preservation Office (SHPO). We have presented in front of many of New York City’s community boards, as well as to the most important advocacy groups in the City including the Municipal Art Society, New York Landmarks Conservancy, and the Historic Districts Council, among many others.

**Master Planning Deliverables [2020, 7/24 Cleveland State University MP]**

Our campus master plans deliverables are customized to the needs of each institution. We have created published hard bound books as well as technical reports and public brochures. All deliverables include master plan narrative, photos, diagrams, technical details, and renderings developed to effectively communicate the vision, strategies, and projects of the master plan to the intended audience. We are extremely proud of the quality and presentation of our work. Whether physical or digital, the informational and graphic design of our reports are always thoughtfully conceived and critically curated. BBB has also assisted our clients by preparing videos, campus plan fly-throughs, and other highly sophisticated visual materials, used for fund-raising and donor outreach.

(Alternate of above) **Design, Visualizations, and Deliverables [2020, 11/12 NCSU MP PNY32.38]; also used in [2020, 12/17 Skidmore College Master Plan (RFI and RFP) PNY32.49]**  
Visualizations, in a wide variety of media, are an integrated part of our studio’s design practice. Whether through sketch, rendering, model making, virtual reality, or other visual communication tools that we have developed and honed over the years of our practice, we find the most appropriate method to convey our design and visualization of the project. As new technologies emerge, we continue to refine and improve our tools and techniques, striving for an ever-expanding capacity to convey both design intent as well as the complexities of urban fabric in easily digestible ways.

Our campus master plan deliverables are customized to the needs of each institution. We have created published hard-bound books as well as technical reports, public brochures, and websites. All deliverables include master plan narrative, photos, diagrams, technical details, and renderings developed to effectively communicate the vision, strategies, and projects of the master plan to the intended audience. Whether physical or digital, the informational and graphic design of our reports are always thoughtfully conceived and critically curated.

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**MASTER PLANNING TOOLKIT BLURBS (4 TOTAL) [4/1/2020, JUILLIARD SCHOOL MP PNY31.81] (2, 3, and 4 used in [2020, 9/16 DCAMM House Doctor ONY32.20])**

**Data Analysis (1 of 4)**

The data you have on how you use your spaces is rich for mining. Our analysis of the information you supply is more than just quantitative; it is informed by our own qualitative observations and interpretations to create meaningful findings.

We will approach our evaluation of the Juilliard School with fresh eyes. However, our prior experience as architectural detectives on numerous higher educational facilities and institutions equips us with the necessary investigative tools and questions to be asked.

**Road Maps (2 of 4)**  
A master plan must not only be visionary, it must be achievable. Through rigorous scoping, pricing, prioritizing, and phasing, we help create a path forward that is flexible to evolving programmatic priorities and economic conditions.

Our visual tools synthesize complex data and findings for a wide audience. We use these graphics, as well as our skills in facilitation, to help senior leadership to make important decisions in the life of the master plan.

**Engagement (3 of 4)**  
BBB’s approach places great value on our ability to listen, engage, and formulate consensus among the diverse constituencies of a school community. Our engagement process is carefully tailored to each project, reflecting campus issues, sizes of groups, and stakeholder schedules—maximizing the effectiveness of outreach efforts and productivity of each dialogue. A successful process provides stakeholders a sense of agency, ownership, and pride in the resulting plan.

**Visioning (4 of 4)**  
While a master plan will consist of many forms of visual communication, a literal vision for the plan—what it will look and feel like—is key to generating excitement about the future. Two- and three-dimensional representations of a space’s transformative possibilities, whether impressionistic or realistic, physical or virtual, bring a master plan to life.

(Intro to above blurbs used in [2020, 9/16 DCAMM House Doctor ONY32.20])

APPROACH TO CAMPUS PLANNING

From our deep experience in master planning for institutional facilities and campuses, we have developed a methodology that guides our process. However, each organization and campus is different, so we must tailor our approach to its specific needs.

**Managing the Process [4/28/2021 South Street Seaport Museum]**

Complex projects like SSSM require a sophisticated yet efficient approach to staying on budget and on schedule, without sacrificing architectural quality and project scope.

We believe in a proactive approach to cost control. Cost management begins at the very start of the project, where we will discuss the SSSM budget, how it was derived, and what the programmatic aspirations are within that budget. Working with the selected the construction manager, we will develop a cost model that will help guide the design.

We participate actively in vetting estimates, reconciling, and developing alternates as needed, at the end of each phase. It is our goal to manage costs from the outset, to avoid often painful late-phase value engineering decisions that may jeopardize program, scope, and design.

BBB’s approach to documentation and communication has evolved with our profession’s technology. We are sophisticated users of Building Information Model (BIM) software, and utilize it as a tool from design and planning through construction. For this project we envision a more hybrid approach to the documentation given the unique program and site conditions. BIM is essential in coordinating the building systems and integrating them in the tight site conditions that exist here. But modeling the entire museum may not be needed given that a full set of CAD documents are available for all the trades. These CAD documents can be easily converted into 3D models for the spaces identified for interventions and any close coordination work. A Matterport scan of the building is also something we would recommend for baseline 3D photographic conditions of the site, a tool that has been invaluable on the Thomson Warehouse renovation. BBB has the in-house tools for both Matterport documentation and full building laser scanning. We also have our own web-based project management software live.BBBarch.com to facilitate communication and transfer of information in both the design and construction phases – also being successfully employed on the Thomson Warehouse renovation.

**Management During the Pandemic [2020, 10/07 Somerville MP PNY32.29]**

BBB has over 13 years’ experience leading projects in greater Boston and has longstanding and valued relationships with clients and consultants in the area. Since 2015,

we have had “boots on the ground” with Boston-based staff and in 2017 BBB opened a full-service office downtown. In the course of our ongoing design, planning, and preservation work in the Boston area, we find ourselves constantly inspired by both the rich architectural history and very high standard of public-oriented urban planning and design across the city’s neighborhoods and suburbs.

For BBB, the transition to “Work from Home” in March 2020 due to the COVID-19 pandemic was largely seamless because of the tools and technology we have leveraged for several years to collaborate fluidly among our offices in New York, Boston, and DC, and to communicate with our clients across the country and abroad. While it is typical in the industry for project consultants to hail from different locales, design teams even within BBB will often span multiple offices. And our ongoing term contract with the US State Department requires reliance on limited site visits and reliance on technology to have site presence, including for projects at embassies and consulates in five out of the seven continents.

Since the resumption of construction activity in the early summer throughout the Northeast, staff across all three of our offices have been visiting construction sites regularly and safely, while other BBB colleagues can take advantage of the latest technology to visit virtually. We have in-house expertise and hardware that helps to bring the project site back to larger teams in our three offices, including Matterport globe photography (shown in the image above), internal laser point cloud scanning, smart tablet software for field notes and surveys, and real-time collaboration tools such as Bluebeam Sessions and Autodesk BIM 360 software for multi-person design coordination and mark-up. We have not only serviced our current projects seamlessly during COVID-19, we have also kicked off new projects, successfully facilitating and leading a host of virtual gatherings including multi-departmental programming interviews, high-level client decision-making sessions, and team-wide sustainability charrettes.

**Management Team [2020, 1/21 Comp Sci High PNY31.57]**

BBB combines our expertise in the evaluation, planning and renovation of buildings with our understanding of the unique needs of academic institutions. We continually question assumptions and seek innovative and sustainable solutions to the contemporary challenges schools face. We recognize that each client has a distinct culture that has evolved organically over time, whose identity is strengthened with facilities that are functional, dynamic, and reinforce their mission. Our architecture and engineering team will be informed by our Discovery experience with you and our experience in building analysis. We have the ability to evaluate buildings’ and spaces’ assets and deficits at all levels of detail and use. Through the building analysis process, we will evaluate and test which location will make the best eductional facility for Comp Sci High.

**MASTER PLANNING FOR NON-PROFIT INSTITUTIONS [ 1/29/2018, 92nd St Y]**

BBB has helped many non-profit and cultural institutions create and subsequently implement master plans through new construction, adaptive reuse, restoration, and public realm improvements. We work with our clients to create sensitive, customized programs and inspired spaces that maximize the utility of existing buildings and address new uses and visions. Buildings that foster interaction and an exchange of ideas provide an authentic sense of place, and the most successful buildings are reflective of the spirit and vitality of their users and are also unique to their site and context. With our experience working with non-profit organizations and our staff’s expertise in restoration and adaptive reuse, we incorporate building assessments, programming and space use studies into our planning efforts. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of an institution’s physical facilities. This architectural perspective informs our master planning that shape an institution’s built environment.

**Mixed Use Expertise [Last Updated: 5.28.15. Argent Venture Jersey City Planning]**  
To achieve maximum success on urban sites that are diminished, deteriorated, blighted or abandoned, bold and creative thinking is needed. We know this from our work with public/private partnerships, municipalities, and private developers in reinventing dynamic destinations. Success in mixed-use districts has been due to the combination of visionary planning and practical, flexible design solutions that can be phased over time. Our approach starts with understanding how we can utilize all available assets and meet the challenges head on. Factors such as history, environmental conditions, user demographics, local history, urban fabric, landmarks, and collective heritage all enrich our design work and give it authenticity and relevance.

**Equity, Diversity, and Inclusion [Last Updated: 10.23.19 Denham Wolf BD] [2020, 12/17 Skidmore College Master Plan PNY32.49] [2020, 9/16 DCAMM House Doctor PNY32.20] [2020, 1/21 Comp Sci High PNY31.57]**

Commitment to achieving equity and enhancing diversity is intrinsic to our organization, as is our belief that recruiting from a wide range of personal and professional backgrounds results in a robust and creative firm. BBB currently has a staff of 195 across three offices, including New York, NY, Washington, DC, and Boston, MA. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry. These include recruitment from a diverse pool of colleges and universities; maintaining an internship program; volunteering with the ACE Mentorship program for high school students; providing mentors to high potential employees; and clearly communicating our commitment to diversity in all employment branding and outreach.

| Professional staff (architects, planners, and designers) | total bbb staff |
| --- | --- |
| 44% minority | 37% minority |
| 53% women | 50% women |

(Update stats with most recent staffing plan).

**Open Channel [Last Updated: 10.23.19 Denham Wolf BD] also used in [2020, 1/21 Comp Sci High PNY31.57]**

Open Channel is a group open to all BBB staff collaborating to support, improve, and promote equity, diversity, and inclusion. This collection of colleagues from all backgrounds and experience levels seek to enhance the BBB office and culture, and, by extension, the profession.

Recent events include a group mentoring session, a screening of the 2018 Equity in Architecture Survey released by the Association of Collegiate Schools of Architecture, and a presentation on architecture in Latin America and the Caribbean. A workshop led by Julie Kantor, PhD, a psychologist, executive coach, and founder of JP Kantor Consulting, offered a primer on unconscious bias and facilitated a lively discussion of bias and stereotyping to help build awareness for an inclusive, thriving work culture.

(alternate last paragraph used in [2020, 9/16 DCAMM House Doctor PNY32.20) Open Channel is a group open to all BBB staff collaborating to support, improve, and promote equity, diversity, and inclusion. This collection of colleagues from all backgrounds and experience levels seek to enhance the BBB office and culture, and, by extension, the profession. Recent events include a group mentoring session, a screening of the 2018 Equity in Architecture Survey released by the Association of Collegiate Schools of Architecture, and a presentation on architecture in Latin America and the Caribbean. Workshops and virtual panels are offered regularly on topics ranging from a primer on unconscious bias to help build awareness for an inclusive, thriving work culture; a discussion among peer firms on how to impart substantive change in diversity and inclusion within the practice; to a roundtable discussion of AIA Guides for Equitable Practice.

**M/W/V/SLBE Statement [Northeastern Prequal, 4/16/2021, ONY32.80]**

Commitment to achieving equity and promoting diversity is intrinsic to BBB and we have developed and sustained several initiatives that support and increase diversity within our own firm, as well as in our consultant teams. We empower our staff to promote equity, diversity, and inclusion within the office, as well as develop ideas for promoting these values outside the firm, in the industry, and in our world. Some of the organizations that have been developed within BBB are described below.

BBB established an EDI Task Force in Fall 2020 as a means for immediately assessing and addressing racial inequities in the office. Specific issues include the creation of a formal mentorship program; revamping recruitment protocols to diversify the pool of applicants and remove unconscious biases from evaluation; increasing visibility of the work of Black/Brown people in the office; increasing the presence of people of color on our project client and consultant teams; developing a clear path to leadership positions; extending BBB’s outreach to minority communities; as well as qualitative and quantitative metric-based tracking of the firm’s progress. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities.

Open Channel is a group of staff who collaborate to support, improve, and promote the advancement of women and minorities in the office and, by extension, the profession.

Our Voice started with an informal call by Partner Carlos Cardoso to Black/Brown staff members following the tragic death of George Floyd last year. This initial conversation progressed into biweekly lunch discussions centered around the current status of race within our society as well as our respective industry, called Our Voice.

When assembling project teams, BBB actively looks to MBEs and WBEs to round out and expand upon our own capabilities. While participation requirements can help enable the hiring of minority and women entrepreneurs, our commitment is driven by our belief that diversity of perspectives leads to the most fruitful dialogue and creative thinking. BBB achieves M/W/V/SLBE involvement in a number of different ways, including M/W/V/SLBE direct outreach, outreach to firms through event networking, and attendance at conferences and awards hosted by national and local professional and advocacy organizations.

**M/WBE Commitment [Last Updated: 10.23.19 Denham Wolf BD] similar text used in [2020, 09/25 NYCDDC Technical Design Requirements Contract for Small and Medium Projects PNY32.19] also used in [2020, 9/16 DCAMM House Doctor PNY32.20] also in [2020, 1/21 Comp Sci High PNY31.57] text in blue added in [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

BBB is committed to developing teams that are collaborative, innovative, and diverse. As such, BBB strongly encourages and supports the involvement of Minority-owned Businesses (MBEs) and Women-owned Businesses (WBEs) and Service Disabled Veteran-owned Buisinesses (SDVOB) in the execution of our professional services. BBB achieves MBE/WBE/SDVOB involvement in a number of different ways, including MBE/WBE direct outreach, outreach to firms by networking at city-sponsored events, as well as other professional events throughout the year such as conferences and awards hosted by national and local professional and advocacy organizations. In developing our project teams, we proactively seek firms that do more than merely fulfill the percentage requirements or goals established by our clients. Rather, we seek firms and/or individuals to round out and expand upon the considerable capabilities of the BBB organization, which have established local reputations for high-quality work, and which are of sufficient size to meet the requirements of the project.

**Methodology & Approach [2021, 1/22\_Rockaway Hunting Club ONY32.77]**

We understand that the goal of your project is a master plan to guide in the restoration and renovation of the club house, the development of a new pool and pool house, the renovation of an existing home on the property for use by guests, the possibility of building new guest cottages, and the evaluation and potential new use of other existing buildings on the club property, as well as possible improvements and changes to the landscaped areas, not including the golf course.

Our approach to a master plan includes several overlapping efforts by our team. We will research existing records and drawings, if available, and survey all buildings to confirm plans and elevations and record existing conditions and program uses. Our engineering team will survey existing lighting, MEP, security, and IT/AV systems. The landscape architects will review the site, plantings, walkways, and other features.

To establish the Club’s programmatic needs, we will interview users to understand existing uses and adjacencies and identify functional needs and deficiencies. We will annotate existing plans accordingly.

We will use this information to develop conceptual plans, including alternate schemes, for renovation, restoration and new construction. Landscape improvements will also be developed.

The master plan will summarize our findings and present conceptual plans for renovations and restoration, including possible new buildings and landscape improvements. The master plan will include written descriptions of buildings, spaces and systems, program lists, and illustrations including plans, elevations, and renderings.

Because the club house, built in the early 20th century, is of architectural significance, we would consider it worthy of consideration as an historic property, subject to the guidelines of the Secretary of the Interior’s Standards for Preservation. The Standards guide Beyer Blinder Belle’s design approach to historic preservation, be it a project as large as Grand Central Terminal and the Empire State Building or as small as the Swedish Cottage and the Alice Austin House.

**Mixed Use New Construction [2/2/2015\_Detroit Rock Ventures Portfolio]**

To achieve maximum success on urban sites that are diminished, deteriorated, blighted or abandoned, bold and creative thinking is needed. We know this from our work with public/private partnerships, municipalities, and private developers in creating dynamic destinations. Success in mixed-use districts has been due to the combination of visionary planning and practical, flexible design solutions that can be phased over time. Simply leveraging public and private investment is not enough to guarantee the success of redevelopment.

Our approach starts with understanding how we can utilize all available assets and meet the challenges head on. Factors such as history, environmental conditions, user demographics, urban fabric, landmarks, and collective heritage all enrich our design work and give it authenticity and relevance.

In a portfolio that spans 49 years, our work is distinguished by contemporary interpretations of context, scale, and form. New construction — as well as modifications and additions to existing buildings and neighborhoods — respects the surrounding context, but rightfully incorporates the evolutionary passage of time through designs that belong to the present. This approach has led to a wide spectrum of project types and the successful merging of existing buildings and new construction. With each project, our process starts with a rigorous inquiry into the morphology of a building or site, which informs our approach to design in plan, form, and materials. Our approach to design is also highly collaborative: we never blindly impose a style or an idea, but strive to involve our client, their perspectives, and their mission into the design.

**Multi-User Planning, Programming & Design [2020 10/07 Somerville MP PNY32.29]**

We work collaboratively with our clients to create the overarching vision, ensuring that both the quantitative and qualitative space needs of users are met through creative planning and design of buildings and urban campuses. We incorporate building assessments, programming, and space use studies into master planning that is grounded in a logical and flexible framework, and that can be implemented over time. We create inspired spaces that maximize the utility of existing buildings and address new uses and visions and are driven by how design can express the City of Somerville as both a unified whole and an expression of individual departments’ missions.

**Residential Renovation/Refresh on Campus [Higher Ed, Northeastern Prequal, 4/16/2021]**

BBB has wide experience with both undergraduate and graduate housing. We have programmed, planned, renovated, and built thousands of beds of student housing. Our breadth of work includes renovation of two residential houses, including a 41-bed addition at Winthrop House, at Harvard University; retrofitting market housing for student use at Harvard University’s Swing for House Renewal project; the gut renovation of turn-of-the-century residence halls for Union Theological Seminary in New York City’s Morningside Heights neighborhood; renovation of University of Pennsylvania’s first-year dormitory quadrangle; and a vertical campus for Manhattan School of Music.

In designing students’ home away from home, Beyer Blinder Belle embeds itself in the culture of an institution to provide students not only with a fundamental sense of security and safety, but also community. Our assignments often involve historic campuses, where the character of the campus is one of the strongest memories held by its students and alumni. Social spaces in dorms encourage student interaction and must be visible, flexible, and inspire a sense of community ownership. Our collaborative process and inquisitive nature ensures that our designs are reflective of a student’s needs, as well as the particular spirit and vitality of each campus community.  
  
**Research and Knowledge Spaces [2018, 2/22 Masters School]**

Amidst great change in technology, pedagogy, and community life, libraries remain vital places. They are the consistent, accessible, and vital heart of campuses and cities alike, where people come in search of knowledge, to learn and to share.

We have assisted, and continue to assist, our library clients in examining their buildings’ past, their present needs, and future potential. From Enoch Pratt Free Library, a haven for the Baltimore community whose traditional physical structure is being transformed by new forward-thinking programs for teens and adults, to Hackett Hall at Riverdale Country School, where the need for more gathering and study spaces led to a creative addition to an honored McKim, Mead & White building, to New York Public Library, where a new circulating library offers far more than books—to include spaces and services from early childhood through adult learning—we are constantly attuned to the needs of the campuses and communities served by our designs.

With each commission, Beyer Blinder Belle must grapple anew with the ongoing inquiry of what makes libraries relevant on today’s campuses and in society generally. This broad question is central, of course, to the design and construction of a 21st century library with study and teaching spaces at The Masters School. Libraries challenge us—and your community—to think beyond the limits of the current program and mode of operation in order to make them even more relevant to how students and faculty learn and teach.

**Site Design Experience [2022, 10/20, ONY34.39\_CONFID\_Brandywine Art Museum]**

Much of our work involves design of public open spaces on sensitive and historic sites, working in close collaboration with landscape architects to integrate buildings with landscapes. In 2017 BBB completed the reconstruction of the Main Fountain Garden at Longwood Gardens. We designed a major rehabilitation for the aging 80-year-old complex. Our work focused on the restoration of the original design; repair and improvements to mechanical and electrical systems; the design of new elements such as a series of subterranean service structures; and enhancements to the plantings, fountains, and visitor amenities which translated to a much more welcoming, universally accessible, serviceable, and sustainable garden. New elements such as the Grotto and Grand Stair brought a Brandywine Valley vernacular to this neoclassical garden through the use of local masonry and contemporary architecture respectively.

More recently, BBB is working on a master plan for the Mt. Desert Island Land & Garden Preserve, the former Rockefeller estate in coastal Maine, to improve visitor access, operations, and public programs on the site while preserving a series of historic gardens, historic structures, and breathtaking conserved areas and natural landscapes. Claire Agre of Unknown Studio is leading the landscape and site design work at the Mt. Desert project, with whom we propose to work on the site design for the Brandywine Museum. Claire also led the landscape design on the Longwood project including Longwood’s first master plan which sought to better connect and integrate Longwood’s formal gardens into its Brandywine Valley pastoral context. BBB is currently collaborating with Unknown Studio on the restoration of the Nemours Gardens in Wilmington; and Unknown Studio is also working locally on a private estate in the Brandywine Valley and public parklands in Kennett Borough.

**Space Planning Feasibility Analysis & Programming/Assessments [Northeastern Prequal, 4/16/2021]**

Good design starts with good programming and planning. Many of our projects begin as feasibility studies or master plans, testing both the vision and the viability of the project and creating a road map for later phases. This early work includes stakeholder interviews, space needs programming, test fits on various sites with multiple options, and scoping for concept-level pricing and phasing. This type of work requires our skills of agility and creativity, as well as our ability to quickly and deeply know an institution, its mission, and objectives.

Drawing from our deep experience and expertise in historic preservation, as well as adaptive reuse for higher education, enables our team to effectively integrate space needs assessments and programming into our planning for existing buildings. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of a campus’s physical facilities. Collecting, synthesizing, and analyzing both quantitative and qualitative data is one of the first steps in understanding site constraints and opportunities. Translating the insights gleaned from this data into clear, concise, and compelling graphics is an important part of BBB’s space planning tool kit.

**Space Planning & Programming for Buildings of Different Eras [2020, 12/17 Skidmore College Master Plan RFI PNY32.49, parts in blue also included in Skidmore College Master Plan RFP PNY32.49]**

Drawing from our deep experience and expertise in historic preservation, as well as adaptive reuse for higher education, enables our team to effectively integrate space needs assessments and programming into our planning for existing buildings. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of a campus’s physical facilities.

BBB’s approach to space planning and programming is data-driven. We have developed interview processes and metrics that enable us to prepare, organize, and summarize space assessments such that they are a useful tool for master planning and the architectural design phases that follow. We analyze the campus information and data provided by the institution, conduct in-depth analysis of the raw data and existing conditions, and translate into visualizations that illustrate the issues and opportunities.

We recognize and support the College’s intent to be a responsible steward of its valuable physical assets. All campuses—especially those as historically significant as Skidmore’s, whose physical identity are inextricably linked to their overall image—must protect, renew, and restore existing facilities concurrent with developing new buildings.

Our expertise as both architects and planners lends a pragmatic, bricks-and-mortar perspective to our campus plans. Central to BBB’s mission is an emphasis on deploying existing resources rather than expending new ones; our foundation in historic preservation and adaptive reuse makes us particularly attentive to the transformative potential of well-conceived and executed renovations. Significant renovation and adaptive reuse projects at Lehigh University, Columbia University, and General Theological Seminary emerged directly from our role as campus planners. We advocate for and develop master plans on the premise that the reuse of existing buildings is perhaps the most sustainable approach to campus development.

An equally important aspect of campus development is the sensitive integration of new construction into an existing campus fabric. This integration may be most appropriate as infill and additions or may entail an expansion of the campus grounds. At Amherst College, in order to integrate a planned large new science building and future new residence halls, our team developed the idea of a new “greenway armature” to create a new precinct of campus that is seamlessly integrated, while having its own distinct architectural and landscape character.

**Planning for Museums [2023, 8/11 Brooklyn Museum]**

Our architectural practice is informed by our experience creating master plans for buildings and campuses: as both architects and planners, we have the ability to evaluate buildings at all levels of detail and use. As architects, BBB’s design approach starts with an understanding of the planning fundamentals that support the project; as planners, our approach incorporates an understanding of the architectural sensibility of an institution. This two-fold methodology informs the recommendations we make for strategic construction and renovation so that near-term decisions in capital projects support—and do not foreclose—the long-term vision.

Like other specialized facilities, good museum planning takes into account the interconnected systems that make or break the success of a project: the complex relationship between the visitor experience and heart-of-house operations, the network of pathways that support people, art, and materials circulation, the sequence of spaces that define the narrative of collections and the clarity of wayfinding.

**Working on Residential Campuses [2018, 2/22 Masters]**

We recognize the responsibility that school and university campuses take on as home to their students. Away from home, sometimes for the first time, students look for the comfort and well-being that they have left behind, or are seeking. A residential campus must provide students’ fundamental sense of security and safety, which is a primary concern of parents and caregivers. And, the campus must create a sense of community, through spaces to dine, study, exercise, relax, and socialize. For boarding and day students alike, the vast majority of the day is spent on campus, and its physical spaces lend definition to those days and their activities. The central spaces of a student’s day are linked by a network of entries, pathways, and landscapes, whose design is as important to a campus experience as the buildings themselves.

Beyer Blinder Belle has designed on residential campuses to address the needs of students from kindergarten through professional schools. Over the past decades, we have embedded ourselves in the culture of institutions including Riverdale Day School, Phillips Andover Academy, and of course The Masters School; as well as Harvard University, Princeton University, and Massachusetts Institute of Technology. The majority, if not all, of our assignments have involved historic campuses, where the character of the campus is one of the strongest memories of its students and alumni. Our collaborative process and inquisitive nature ensure that our designs are reflective of a student’s needs, as well as the particular spirit and vitality of the campus community, unique to each school.

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**Work with Museums and Cultural Institutions**  
BBB has extensive experience in creating visionary yet achievable plans for cultural and not-for-profit institutions, including many museums. BBB is experienced in contemporary museum design including additions in historic settings. Our museum projects are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, the display and storage of art, public circulation, event space, education and infrastructure. Key museum projects are illustrated on the pages that follow.

**Work with Museums and Cultural Institutions [2017 4/28 19 East 64th Street]**

BBB has extensive experience with museum, cultural, and not-for profit institutions, including the Metropolitan Museum of Art, Red Star Line Museum, The Morgan Library & Museum, Cooper-Hewitt, National Design Museum, and Lincoln Center for the Performing Arts. As growing and evolving institutions, these clients have worked with BBB not only on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for ten years and more.

Red Star Line Museum, Antwerp, Belgium

The Red Star Line buildings, overlooking the River Scheldt, are landmark structures with great historic value to the city of Antwerp and the broader history of European emigration. Three modest maritime buildings, which date to the early twentieth century, were the place through which more than two million emigrants departed for America between 1873 and 1934, including future luminaries Golda Meir and Irving Berlin. BBB led the design and transformation of the buildings into a contemporary museum that maintains the character of the original structures. The buildings are fully restored to house interpretive exhibits, areas for quiet contemplation, a resource center, and support functions such as ticketing, reception, a gift shop and a café. A striking steel and glass observation tower lends the Museum an iconic and contemporary presence on the Antwerp waterfront and provides visitors with a panoramic, open-air view of the city.

Metropolitan Museum Master Plan, New York NY

BBB’s Long Term Feasibility Study for The Metropolitan Museum of Art provides the Museum with a planning vision for the 21st century and a roadmap for how to implement projects over the next 30 years. BBB worked with the Met over a two-year period to identify, plan, and prioritize space needs for the main building on Fifth Avenue in New York City. Prepared with input from the Museum’s Trustees, curators, and senior administrative staff, the study serves as a comprehensive framework for the major construction and infrastructure modernization projects to be undertaken in the coming decades. BBB’s vision identifies a set of potential future projects that could address ongoing issues such as visitor circulation and wayfinding, art storage, art delivery, infrastructure maintenance, and the goal of maximizing opportunities for the exhibition and interpretation of the collections—including the desire to improve the galleries for modern and contemporary art. The study has led to multiple implementation projects currently underway by BBB.

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Museum Environments**  
Our museum projects are designed to provide optimal environments for viewing singular artworks, in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, state-of-the-art display and storage of art and artifact, public circulation, event space, education, and infrastructure. This is exemplified at [Option 1: Met] our recent work with the Metropolitan Museum of Art, where our Long-Term Feasibility Study established a vision for the museum in the 21st century through major gallery construction, and infrastructure modernization projects, with a clear road map for how to achieve each step along the way. The study included an expansion and transformation of The Met’s modern and contemporary art galleries, on which BBB has been collaborating with David Chipperfield Architects. We have also recently completed the restoration of the nearby Met Breuer, creating space for the Met to explore new programs in modern and contemporary exhibitions, performance, and artist commissions in an extraordinary architectural environment at the former Whitney Museum. [Option 2: Red Star] The Red Star Line Museum in Antwerp, Belgium. The Red Star Line buildings, overlooking the River Scheldt, are landmark structures with great historic value to the city of Antwerp and the broader history of European emigration. Three modest maritime buildings, which date to the early twentieth century, were the place through which more than two million emigrants departed for America between 1873 and 1934. BBB led the design and transformation of the buildings into a contemporary museum that maintains the character of the original structures. The buildings are fully restored to house interpretive exhibits, areas for quiet contemplation, a resource center, and support functions such as ticketing, reception, a gift shop, and a café. A striking steel and glass observation tower lends the Museum an iconic and contemporary presence on the Antwerp waterfront and provides visitors with a panoramic, open-air view of the city.

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**[Museum/Musical Instrument Storage] Project Understanding**

The Metropolitan Museum of Art’s renowned musical instrument collection contains approximately five thousand instruments assembled from around the world and ranging in age from

300 BC to the present. The collection is housed in elegantly renovated galleries, opened in 2019.

The primary objective of the Feasibility Study for the Musical Instruments Collection and Research Renovation Project is to develop a plan to consolidate the workshops, offices, and storage spaces scattered throughout the museum into a single state-of-the-art support facility for the collection. The current storage facility is located on the ground floor, is inefficiently laid out, utilizes storage furniture from the 1940s, and suffers from an inadequate HVAC system. A reorganized plan within the existing 3300 SF storage space shall accommodate the following program elements:

* Compact and specialized storage for the collection;
* Work areas for research, conservation, recording, and photography;
* Flexible space for musicians and scholars to view and play instruments from the collection;v
* Improved HVAC systems appropriate for the archival storage of the collection;
* Improved circulation between the office/work areas and the collection storage space;
* Visual access to the conservation activities within for
* museum visitors.

Beyer Blinder Belle has developed a ten-week work plan consisting of a series of sequential tasks to achieve the objectives stated above. Please refer to the schedule and task descriptions in the Project Approach section of this proposal. At the conclusion of the study, a Final Report will be submitted consisting of the following:

* Program and inventory summaries
* HVAC investigation findings and recommendations
* Conceptual test fits with an analysis of program accommodation
* Preliminary plan alternatives
* Developed preferred plan
* Concept renderings of the preferred plan
* Preliminary and final cost estimates

The findings of the study will be prepared both as a final report and a presentation for museum management, staff,

and stakeholders.

**New Construction in Historic Settings**  
In a portfolio that spans 49 years, our work is distinguished by a contemporary interpretation of context, scale, and form. Modifications and additions to existing buildings respect the principles and concepts of the originals, but rightfully incorporate the evolutionary passage of time through designs that clearly belong to the present. This approach has led to a wide spectrum of project types and the successful merging of existing buildings and new construction. With each project, our process starts with a rigorous inquiry into the morphology of a building or site, which informs our approach to design in plan, form, and materials. Our approach to design is also highly collaborative: we never blindly impose a style or an idea, but strive to involve our client, their perspectives, and their mission into the design.  
  
**New Buildings in Historic Settings [Last Update: 2019/01 62-64 3rd Avenue] similar text in [2020, 2/14 Park Tower Group PNY31.67] under heading “New Buildings in Urban Settings”**  
When approaching new design in urban and historic settings it is critical to draw from a comprehensive understanding of history, culture, and context to inform a new design that is of its place, incorporates appropriate materials and construction techniques of the day, and fulfills the requirements of its intended use. The collaborative nature of BBB’s integrated staff of architects, architectural historians and preservation specialists allows the firm to combine historical research with on-site analysis to understand and interpret the history, significance and existing conditions of historic properties or sites in order to develop appropriate approaches to design interventions. The result is new design in historic settings that takes into account its placement within a particular area, community, and culture; it is never considered in isolation but takes inspiration from its surroundings.

**Approvals [Last Updated: 01.17.2017 Asbury Park Development (2016)]**

Many of our projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of agencies and stakeholders. In New York City, for example, we regularly work with the Public Design Commission, City Planning Commission, Department of Buildings, the New York State Historic Preservation Office (SHPO), and the New York City Landmarks Preservation Commission (LPC). Wherever we work, we immerse ourselves in the local context- building code approvals agencies and stakeholders. We tailor our methodology to fit the particular stakeholder group’s interests and size. In the end, consensus is paramount, and it helps end users feel they had a hand in authoring the plan.

**New York City Approvals [11/4/2015\_LC David Geffen Hall]**

A mainstay of our practice is the ability to navigate through the New York City approvals environment. We have successfully shepherded hundreds of projects through the NYC Landmarks Preservation Commission. Similarly, very few of our projects are routine, and many require variances and reconsiderations from the NYC Building and Planning Departments. Three examples illustrating this range of approvals include:

1805 – New York City Hall, an archaic public structure requiring a host of life safety reconsiderations.

1845 -1928 Morgan Library & Museum required a series of City Planning Special Permits to respect the historic structures and a NYC Landmarks permit for demolition of historic fabric to allow the contemporary campus to be fully realized.

1962 – TWA Terminal at JFK Airport, built under the 1938 Building Code, to allow alternate life safety and fire protection approaches to be utilized within the modernistic structure.

**NYC Approvals [2019/7/24\_18 India Street] and in [2020, 2/14 Park Tower Group PNY31.67]** (variation of above)  
A mainstay of BBB’s practice is the ability to navigate the New York City approvals environment. Many of our projects have required variances and reconsiderations from the NYC Building and Planning Departments. We are fully conversant with the current 2014 International Building Code, the NYC 1968 Building Code, and the NYC 1938 “Old” Code. Numerous projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of, agencies such as the NYC Landmarks Preservation Commission (LPC), the Public Design Commission, City Planning Commission, Department of Buildings, and the New York State Historic Preservation Office (SHPO). We have presented in front of many of New York City’s community boards, as well as to the most important advocacy groups in the City.

**The New York City Landmarks Preservation Process**  
As further described in Section F of our proposal, we are very familiar with the organizational and political structure of city agency review processes. We have many years of experience in helping our clients achieve success in front of the Landmarks Preservation Commission—in fact, all eight of our architectural partners in the New York City office have won project approvals at LPC. We have established excellent relationships with the staff at LPC, and have a reputation among the commissioners as setting the standard for clear, thoughtful presentations of design ideas.

**Landmarks Approvals [Last Updated: 05/16/2017 Bronx Gould Reno]**  
Our approach to the NYCLPC review process begins before designation. LPC is currently in the process of research the historic district and its constituent properties. It may be possible to work with LPC as they prepare the designation report, which becomes the formal basis upon which LPC determines the appropriateness of proposed work on a landmark building, BBB has had success with this in the past and finds that it can have positive results in the subsequent approvals process. BBB has a good working relationship with LPC and will help in gaining their support. Once a design concept is approved, we will schedule an informal meeting with the LPC. This will be an opportunity to discuss the design and hear reactions and initial thoughts on the appropriateness of our proposal.

**Neighborhood Considerations [11/15/2017, International House]**

BBB has a 20-year relationship with the Morningside Heights community. We have worked

with local institutions including Manhattan School of Music, Union Theological Seminary, and Columbia University in a wide variety of capacities, including master planning, new construction, and renovation projects. As growing and evolving institutions, these clients have worked with BBB not just on specific projects, but on institutional and facility planning that spans multiple sites and years. Our longstanding relationships with community stakeholders such as Manhattan Community Board 9, Landmark West!, and the NYC Landmarks Preservation Commission are a testament to our firm’s conviction that architecture should be framed within its urban context. It is important for BBB to nurture these relationships with your community; as such, BBB will

be an able representative of International House’s needs and objectives as the institution accommodates growth and transition in the coming years.

**New Life for Old Buildings [2020 10/07 Somerville MP PNY32.29]**

Historic civic architecture, like that of Somerville’s Central Hill, can connect people across time. Such landmarks continually orient communities by providing an authentic sense of place, commonality, and belonging. BBB is renowned for our expertise in and our passion for rehabilitation and adaptive reuse, infusing vitality into historic buildings. Transformation excites us the most—unlocking potential opportunities and synergies within an existing building and a larger campus. This approach can be effective at scales both large and small, from new additions and significant interior reconfigurations to the right choice of finishes and lighting, which has the potential to transform an undistinguished space into an inspiring one, and integration of new technologies.

**Office Design**  
A specialized group within BBB focuses on the design of interiors for corporate, institutional, hospitality, retail, and residential projects. This group has designed numerous state-of-the-art office spaces, achieving successful design solutions for clients through an inclusive process that brings the client and its user groups together with the team of design professionals from the outset of a project. Our work on office space includes large and mid-size corporations, institutional and not-for-profit organizations, and professional service businesses such as law and advertising firms.  
  
We understand that with the ever-changing needs in business operations and systems, it is cost-effective and sustainable to provide adaptable and flexible work environments and adjustable mechanical, electrical, and communication systems. Our objective, therefore, is to achieve design and technical excellence and cost-effective solutions by creating an open dialogue that embodies the culture and the working needs of our clients. This collaborative environment encourages our team to find solutions that are both creative and appropriate.  
  
**On-Call Contract Experience [Updated 8/11/21]**  
BBB has worked with numerous clients on call-in contracts. We have completed projects that range in scale from minor renovations to comprehensive rehabilitation, adaptive reuse, expansions, and new design. We are adept at responding to task orders with varying staffing needs, and can “fast-track” projects when required to meet funding obligations or challenging schedules related to federal fiscal year deadlines. For each project, we work closely with our clients to determine the best approach, and then assemble both in-house resources and the specialized resources of subconsultants to accomplish the task on time and within budget. Our previous and ongoing term contracts include the following:  
  
Architect of the Capitol

Administrative Office of the US Courts

District of Columbia Office of Planning

District of Columbia Courts (technically not an IDIQ but we typically bundle our work at judiciary Sq)

Dormitory Authority State of New York

Federal Reserve Bank

General Services Administration MEP On-call (subconsultant to Joseph R. Loring & Associates)

Maryland Department of General Services

Metropolitan Transit Authority

Metro-North Commuter Railroad

National Archives and Records Administration (subconsultant to Grunley)

National Gallery of Art

National Institute of Standards and Technology (suconsultant to IronHurse)

National Park Service (National Capital Region, Northeast Region, Southeast Region)

New York City Office of Management and Budget

New York City Department of Parks & Recreation

New York State Community Reconstruction Zone

New York State Parks Recreation & Historic Preservation

Port Authority of New York & New Jersey

Smithsonian Institution, New York, NY and Washington, DC

US Department of State, Bureau of Overseas Buildings Operations (several contracts as sub and prime)

US Army Corps of Engineer (Subconsultant to HDR)

**Approach to On-Call Contracts ONY34.75 FRBNY Term Contract [2023,3/8]**

Approach to Architectural/Engineering Projects Similar in Scope and Nature

Scope of Work

The Architect is to cover five phases of work during the Project, including Schematic Design (SD), Design Development (DD), Construction Documents (CD), Bidding and Negotiation, and Construction Administration (CA). We often provide an early pre-phase called Discovery for complex projects whose scope is yet to be finally determined.

The Services shall be generally consistent with those identified in the AIA Form B101 (2017) and AIA A201 (2017), as modified by the Bank’s Agreement with the Architect and contract exceptions noted in the attached Draft Agreement with Tracked Changes, and shall include preparation of documents refining the required items identified in the desired services section, and, where applicable, alternative solutions. The Architect will participate in weekly progress meetings with the Bank’s Project Manager and monthly Senior Management executive meetings as required. Other meetings are often required and accommodated depending on the complexity of the project.

Approach to the Bank’s Goals

The Bank’s goals, as outlined in the RFP, are to select the best qualified design team that can rapidly respond to design assignments and deliver projects with efficiency and of the highest quality. This requires a team that has great technical ability, design sensitivity, and a diversity of talent to quickly execute the several types of projects that will arise as part of this On-Call contract. BBB has a proven track record with the Federal Reserve Bank on projects that span the last 24 years and includes security enhancements, exterior facade restoration, restoration and renovation of historic interiors, design of new office interiors, food service facilities, and MEP/AV/IT and security systems. We also have a long history of successfully completing unique and technically challenging projects for a wide range of private and public institutions. Our many repeat clients attest to our ability to efficiently deliver projects that are well designed, on-time, and on-budget.

BBB approaches each project as a unique undertaking. The firm’s qualifications in rehabilitation of historic buildings, building additions, and contemporary interiors provide ample relevant experience necessary to undertake On-Call assignments for the Federal Reserve Bank. Still, the unique qualities of the landmarked Main Building, 33 Maiden Lane, and the highly technical nature of the operations center in East Rutherford (EROC), require careful analysis and research at each site, and discussions with the Bank prior to embarking on design solutions.

BBB is well qualified to work on this On-Call contract because of our experience with the Federal Reserve Bank and the breadth of our project experience and the depth of our firm’s talent. From our previous work with FRB, we believe we understand the Bank’s goals well, and have outlined our approach to them, as follows:

Responsiveness to On-Call Needs

BBB is a firm of 170 architects, planners, interior designers, and preservation specialists. We are organized horizontally, which means that architects work on all phases of a project and are adept at design, technical production, and construction administration. We have the depth of talent to assure that projects are staffed appropriately as the project work load fluctuates. Familiarity with the Federal Reserve System and its standards allows us to execute projects in an efficient manner.

Process

On a typical project, parallel to our programmatic and design investigations, we review available documents and the physical attributes of the building itself. This is done through survey, examination of the original and as-built drawings and discussion with the users and buildings operations staff. In-field conditions verification may involve a simple walk-through, or may require field measurements and photography. Often tests, samples, and probes are needed to ascertain hidden conditions and thereby reduce the margin for unexpected costs. Thereafter, we work in concert with the client’s representatives and technical subconsultants to develop design solutions, seeking to explore alternatives and value considerations. We respect the role of the client and the time it takes to review and approve each phase of the development of a project from concept through design, construction documents, contract negotiations, construction administration, and follow-up. We can respond to streamlining the process when a quick response is needed, but in all cases we value the process of clear documentation and technical accountability.

BBB understands the nature of the functional and design missions that often come with limited time frames and financial resources. We will help promote the sound development of the building process, while enhancing the potential for creative, inventive, and imaginative solutions to the design challenges of this important project type.

Expeditious Execution of Interior Planning

BBB has experience planning corporate office interiors and studying the best way to organize a large and diverse business within a building. This skill extends to the planning of campuses, small town centers, and urban neighborhoods. We analyze critical adjacencies, work flow patterns, projections for growth, and develop alternatives to help clients understand the pros and cons of design choices. Our familiarity with the Federal Reserve Bank’s planning, furniture, and FF&E standards streamlines the interior

planning exercises.

Employment of State-of-the-Art & Emerging Technology

BBB takes pride in a portfolio of unique projects with important challenges. Most of our projects involve resolving technical challenges across many disciplines. We have worked on transportation infrastructure components such as airports, train terminals, and maintenance facilities, ship terminals and interstate highway travel plazas. We have restored very historic buildings with a combination of traditional craftsmanship and the latest tools of preservation technology such as microscopy, non-destructive testing, cathodic protection, and electronic monitoring. We have mastered the art of moving buildings to save them and give them new life in a new context. We have employed advanced communication infrastructure such as the highest level of security systems; employed advanced communication infrastructure such as the highest level of security systems; employed ballistic construction technology; designed projects with SCADA technology for 24/7 mission critical functionality, and provide critical systems and software for our corporate clients specializing in the financial industry. And in all of our projects, we work hand-in-hand with our clients and consulting engineers to deliver technological systems that are fully integrated with the architecture and deliver ultimate functionality.

Data Centers

BBB has direct experience with data centers through our new building design and projects for the Federal Reserve Bank and their requirements for 24/7 mission critical data centers. Today’s data centers require forward-looking, highly reliable redundant support systems to provide IT infrastructure, power, and cooling to mission critical systems in an efficient, cost effective manner. To achieve this, a thorough analysis of the facility program is required with specialty consultants to determine the optimum system selection and arrangement.

Communication infrastructure and power distribution options include redundant UPS and emergency distribution of systems with underfloor, overhead, and wireless distribution to individual racks, monitored plug strips, rack mounted power centers and in-rack power distribution units. Each system must be properly designed to allow for routine maintenance or component malfunction without disruption to the load. All the support systems including fire alarm, fire suppression, cooling, and power are monitored via a central monitoring system to provide early indication of system degradation to allow personnel to address the issue immediately.

Such issues and systems knowledge will be addressed by BBB and our engineering team.

Sustainability

Respect for resources, both material and cultural, is profoundly interwoven into BBB’s culture. From historic preservation to new construction, urban design to master planning, feasibility studies to space planning and programming, we pursue a common sense approach that introduces a high level of sustainable thinking, specialty consultant coordination and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project.

In our design leadership role, we supervise teams of expert consultants to achieve ambitious and long-term sustainable goals for our clients. We facilitate discussions of opportunities, goals, feasibility, and priorities that result in integrated and practical plans that respond to key sustainability issues. We have employed strategies that include LEED certification goal setting, landscape ecology and restoration, regional stormwater management and biomimicry, alternative energy, transportation and parking demand management, and alternative transportation modes such as bike networks.

From our founding and as a firm with strong roots in renovation and adaptive reuse, we have been dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. This philosophy guides our approach to sustainable design and green architecture in all of our projects. Currently, approximately 75% of our technical staff are LEED Accredited professionals. An increasing number of our projects are registered for LEED certification, and we are a Member Firm of the US Green Building Council.

We strive to incorporate sustainability in our interior design work, as well. For example, at Harvard Undergraduate Renewal, all interior products and materials used were required to meet LEED Low Emitting Materials evaluation criteria. In addition, all furnishings were required to meet the Healthier Hospitals Initiative “Healthy Interiors” goal. This standard was created to assist healthcare systems in reducing or eliminating harmful chemical exposure of building occupants. This standard required compliance with BIFMA Furniture Sustainability standards and included eliminating formaldehyde, chemical flame retardants, antimicrobials, long and/or short-chain poly-fluorinated alkyl compounds and fluorinated polymers and strictly limiting allowable polyvinyl chloride components.

Accessibility

BBB incorporates accessible design practices in every project. While contemporary buildings are relatively easy to make accessible, historic and existing buildings that pre-date ADA standards often present challenges. We strive to solve accessibility problems without compromising historic features. Our goal is always to make buildings welcoming and accessible to all people.

**IDIQ Experience (Scale) [Updated 9/8/14\_NYCDCC HP TERM\_KH]**  
BBB has worked on projects of all scales and sizes, ranging from the 80 SF guard booths at the White House, to the 650,000 SF of space on Ellis Island to the 460 mile long Erie Canal Recreation Plan. We understand that a Requirements Contract will present assignments of varying scales as well. We will organize a dedicated DDC team consisting of a project manager, project architects, preservationists and other support staff. This team approach has resulted in successful other Indefinite Quantity (IDIQ) contracts with state and federal agencies, including:  
  
New York City Department of Parks & Recreation  
New York City Department of Citywide Administrative Services  
New York City School Construction Authority  
New York State Parks, Recreation & Historic Preservation  
Port Authority of New York & New Jersey  
National Park Service (Northeast, Southeast and Capitol Regions)  
Smithsonian Institution  
Architect of the Capitol  
US Courts, Administrative Office

**IDIQ / Term Contract Experience (Scale) [Updated 4/3/18 Kennedy Center A-E IDIQ PDC25.08]**

BBB has had long-standing relationships and worked with numerous clients on-call, indefinite delivery indefinite quantity (IDIQ) contracts. We have completed projects that range in scale from minor renovations to comprehensive rehabilitation, adaptive reuse, expansions, and new design. We are adept at responding to task orders with varying staffing needs, and can “fast-track” projects when required to meet funding obligations or challenging schedules related to federal fiscal year deadlines. For each project, we work closely with our clients to determine the best approach, and then assemble both in-house resources and the specialized resources of subconsultants to accomplish the task on time and within budget. Some of our previous and ongoing term contracts include the following:

Administrative Office of the US Courts

Architect of the Capitol

Department of State, Bureau of Overseas Buildings Operations

District of Columbia Courts

District of Columbia Office of Planning

Dormitory Authority State of New York

Federal Reserve Bank

General Services Administration

Maryland Department of General Services

Metropolitan Transit Authority

Metro-North Commuter Railroad

National Gallery of Art

National Park Service (National Capital Region, Northeast Region, Southeast Region)

New York City Department of Citywide Administration Services

New York City Department of Parks & Recreation

New York State Community Reconstruction Zone

New York State Parks Recreation & Historic Preservation

Port Authority of New York & New Jersey

Smithsonian Institution

**Organization**Our office is organized to keep architectural teams intact throughout the full course of a project. This "vertical" organization, rather than one more departmental or "horizontal", will allow the project architect engaged on schematic design to remain with the project through the construction administration phase of the project. We pride ourselves on the "hands-on" engagement of the partners and senior staff, which has contributed to long-term relationships with many of our clients: 15 years or more with Ellis Island, South Street Seaport, Manhattan School of Music and others.

**Organizational Structure [updated PNY32.15\_NYCDDC\_9/11/2020] also used in PNY32.19\_NYCDDC\_09/25/2020 under heading “Management Strategy”**

BBB’s integrated, multi-disciplinary practice is organized into five studios of approximately 25 architects each, with technical staff assigned to projects based on their professional training, talents, and experience, led by a Partner-in-Charge. Typically, project teams include a Project Manager, Project Planner or Project Architect, and specialized technical and administrative staff, as required. BBB’s internal disciplines – architectural design, technical services, urban design and planning, historic preservation, project management, and administrative services – are utilized to assist the core team and follow the project to its completion. This range of skillsets enables BBB to provide services ranging from feasibility studies and conditions assessment reports to full architectural design and construction administration. BBB will also develop task order-specific subconsultant teams, covering the required additional disciplines, and meeting or exceeding task order-specific MWBE goals. In addition to our commitment to excellence in design, we provide our clients with a parallel level of attentive project management to meet the demands of schedule and budget, ensuring that we provide the highest quality in both design and project delivery.

**Parks & Recreation Experience [2016, 02/11 Tower Grove Park]**

Our firm has a long history working for and within parks. For the National Park Service, under an indefinite quantity contract, we designed the Jamaica Bay Wildlife Refuge Visitor Contact Station to meet LEED Gold criteria, renovated and improved various visitor facilities and landscapes at Fire Island National Park and Gateway National Recreation Area, preserved and modernized the Edison National Historic Site (site of the laboratories and home of Thomas Alva Edison), and restored and recreated many buildings on Ellis Island, including the National Immigration Museum.

BBB has designed a significant re-visioning and updated improvement plan for the Main Fountain Gardens at Longwood Gardens in Kennett Square, PA. This includes the restoration of historic sculptures, walls, and ornamental fountains, the installation of all new underground services, the introduction of new stairs, pathways, an accessible elevator and ramps, plus the design of a new allegorical grotto in the heart of the garden. At Stonecrop Gardens in Cold Springs, NY, we conducted conditions assessments of the garden’s buildings, developed a site selection analysis for a new Welcome Center and provided a schematic design for this structure. For Hudson River Park Trust, we designed a new, elegant, environmentally friendly maintenance building at Hudson River Park.

We have worked with botanical gardens, environmentally-dedicated higher educational campuses, and cultural centers with an eye to sustainability, providing visitors and users with an appreciation for the greener aspects of their facilities. We have often been able to transform older sites from contaminated or derelict lots to energetic contributors to society as part of our urban planning and mixed-use expertise. This process can involve creating lovely pedestrian plazas and walks, open green spaces for public enjoyment, or waterfront walkways.

**Parks & Gardens Experience [2016, 07/18 Toledo Museum of Art]**

BBB has a long history of planning and restoring parks, gardens, and recreation spaces. We have worked with botanical gardens, higher educational campuses, and cultural centers with an eye to sustainability, providing visitors and users with an appreciation for the greener aspects of their facilities. We have often been able to transform older sites from disused lots to energetic open spaces. Most of our open space projects have involved close collaboration with landscape architects and horticulturists. A selected list of our parks and gardens projects is included below. The projects identified in red are depicted in more detail in our previous RFI submittal to the Toledo Museum of Art.

**Parks & Recreation Experience [earlier, shorter text]**

Our firm has a long history working for and within parks. For the Battery Conservancy, BBB, with Thomas Phifer, created conceptual alternatives for reuse of the historic Castle Clinton Monument. For the National Park Service, under an indefinite quantity contract, we designed the Jamaica Bay Wildlife Refuge Visitor Contact Station to meet LEED Gold criteria, renovated and improved various visitor facilities and landscapes at Fire Island National Park and Gateway National Recreation Area, preserved and modernized the Edison National Historic Site (site of the laboratories and home of Thomas Alva Edison), and restored and recreated many buildings on Ellis Island, including the National Immigration Museum. For Hudson River Park Trust, we designed a new, elegant, environmentally friendly maintenance building at Hudson River Park, and have worked with botanical gardens, environmentally-dedicated higher educational campuses, and cultural centers with an eye to sustainability, providing visitors and users with an appreciation for the greener aspects of their facilities. We have often been able to transform older sites from contaminated or derelict lots to energetic contributors to society as part of our urban planning and mixed-use expertise. This process can involve creating lovely pedestrian plazas and walks, open green spaces for public enjoyment, or waterfront walkways.

**Pedestrian Experience**

**[Last Updated: 2017, 07/14 NYCEDC Manhattan Waterfront Gateway]**

In planning for urban sites, creating a safe and active pedestrian experience is a key goal. Our holistic approach integrates analysis of the challenges and opportunities in the architecture, program, landscape, and access and circulation. This analysis enables thoughtful and innovative solutions that create walkable, inviting, and active public spaces and connections.

**(Added sentence re: NYCEDC)**

With NYCEDC at Willets Point, for example, BBB led a bicycle & pedestrian connections study that creates more than nine miles of new bike lanes and improved pedestrian paths promoting sustainable modes of transportation and helping complete the regional bicycle network of the New York City Bicycle Master Plan.

**Performing Arts [2020, 2/5 American Musical and Drama Academy PNY31.61]**

The arts inspire people and lift spirits, making personal connections to other times, places, and cultures while broadening the identity of self and understanding of the world. Spaces for the performing arts are often technically complex, with stringent requirements for mechanical and audio-visual systems, lighting, and acoustics.

Planning and designing spaces for the performing arts are a significant and meaningful part of BBB’s portfolio, sometimes occuring at academic settings for education clients. In our list of selected projects at right, we have identified in red especially relevant projects to the American Musical and Dramatic Academy and provide more detail for those projects beginning on page 3.10.

SELECTED PROJECTS

AMC Theater, New York, NY

Apollo Theater, New York, NY

Beacon Theatre, New York, NY

Caramoor Center for Music and the Arts Master Plan, Katonah, NY

Denison University, Bryant Arts Center, Granville, OH

Denver Center for the Performing Arts, Denver, CO

The John F. Kennedy Center for the Performing Arts Comprehensive Building Plan, Washington, DC

La MaMa Experimental Theatre Club, New York, NY

Lincoln Center Capital Needs Survey and Master Plan, New York, NY

Lincoln Center Promenade, New York, NY

Lowe’s Paradise Theater, Bronx, NY

Lyric Theatre, Ford Center for the Performing Arts, New York, NY

Mark Morris Dance Center, Brooklyn, NY

Manhattan School of Music, Andersen Residence Hall and Performance Spaces, New York, NY

Minskoff Theater, New York, NY

Neil Simon Theater, New York, NY

New World Stages, New York, NY

NYU Tisch School of the Arts, “Broadway Block,” New York, NY

Shanghai Cultural Plaza, Shanghai, China

**Planning Controlled Capital Programs**  
A vision is only as good as its strategy for implementation. Beyer Blinder Belle has worked with institutions at all scales and encompassing many contexts and economic conditions to develop truly achievable master plans. Our experience with structuring future capital project needs and funding requirements has ranged from six-figure projects that enhance the campus landscape at Stony Brook University to the multi-billion dollar strategic initiatives that will support unprecedented campus growth at University at Buffalo. We have helped Harvard Business School to target single-project fundraising efforts, and assisted Princeton University in the planning and early implementation stages of two major investments proposed by our Campus Plan.

**ODC27.69 Greene County Courthouse, [2022, 05/18] Civic\_Government\_DC\_Courthouse**

**Experience in Occupied Buildings**

BBB prides itself on our enthusiasm in taking on complex projects at many scales and our core expertise at adeptly handling phased projects in occupied buildings.

It is not often that a significant civic building or government facility with an active role in the life of our country can be closed down in its entirety to accommodate renovations. BBB has been entrusted to execute phased architectural projects in some of our country’s most sensitive and historic facilities while they remain occupied. Our roster of such projects includes dozens of projects where we designed and implemented a multi-phase renovation under the constraints of an entirely operational building.

We also conducted 12 years of life safety improvements to the US Capitol—our staff were allowed access to the building only after hours, and the implementation of renovations occurred on overtime. Currently, we are planning and implementing multi-year phased renovations at the New York Public Library’s Stephen A. Schwarzman Building, as well as the Metropolitan Museum of Art, both of which require close coordination to minimize impact on existing operations and the user experience.

Phased construction in occupied buildings requires careful logistical planning and scheduling. Safety and security are the prime considerations, especially in government buildings with classified spaces. Code requirements such as exit routes and fire protection systems must be maintained. Building access for construction materials must be kept separate from occupants’ access. Protection of occupied areas must be considered. The noise, vibrations, and dust of construction must be taken into consideration and affect what type of work can be done. The key to success in this area is to work closely with the client and the construction team to understand what work will be feasible near occupied spaces and to manage expectations. We are experienced in taking all of these conditions into account, planning for unexpected scheduling adjustments for building occupants, but maintaining the overall design and construction schedules and costs.

**Phasing Considerations in Occupied Buildings [11/15/2017, International House]**

At BBB, we pride ourselves on our enthusiasm in taking on complex projects and on our core expertise at adeptly handling phased projects in occupied buildings. We have been entrusted to execute phased architectural projects in some of our city’s and country’s most sensitive and historic facilities, including New York City Hall and the US Capitol. In addition, our work with higher education institutions has equipped us with the skills to adapt to the demands of tight schedules in occupied spaces. Almost all of BBB’s university clients plan construction around the school calendar, creating great pressure to make the most of summer months and requiring schedules that minimize disruption during active semesters.

**Phased Projects in Occupied Buildings [2021, 6/18 PEA Academy Building PNY32.91]**

We pride ourselves on our core expertise at adeptly handling phased projects in occupied buildings. We have been entrusted to execute phased architectural projects in some of our country’s most sensitive and historic facilities. In addition, our work with higher education institutions equips us with the skills to adapt to the demands of tight schedules that minimize disruption during active semesters.

**Phased Renovations in Occupied Buildings [2023, 8/11 Brooklyn Museum]**

It is not often that a significant civic building with an active role in the life of our community can be closed down in its entirety to accommodate renovations. BBB has been entrusted to execute phased architectural projects in some of our country’s most sensitive and historic facilities while they remain occupied. Our roster of such projects includes dozens of projects where we designed and implemented a multi-phase renovation under the constraints of an entirely operational building.

Phased construction in occupied buildings requires careful logistical planning and scheduling from the earliest design phases. There are many considerations: from safety and security to separation of visitor and construction materials paths to mitigation of noise, vibration, and dust to impact on project cost and schedule. We know how to think ahead, to understand interrelated systems, and to anticipate the domino effect of decisions. We are active participants with our clients and construction management partners in taking all of these conditions into account and planning for successful implementation.

BBB’s ongoing work at Grand Central Terminal began more than 25 years ago, with an existing conditions assessment, historic structures report, and a master plan that served to return the facility to a state of good repair. A multi-phased restoration and rehabilitation project touched nearly all spaces and systems, while keeping America’s busiest train station fully functional.

From 2008 to 2016, BBB designed and managed a multi-phase rehabilitation of New York City Hall, encompassing life safety improvements, structural repairs, mechanical and electrical upgrades, repair and restoration of the exterior shell, and restoration of the principal public spaces, all while keeping the building entirely operational.

**Work in Occupied Buildings [2021, 7/16 Harvard Hillel PNY33.07]**

The choice to remain occupied will be a driving force in how Harvard Hillel’s renovation is both designed and executed. We have been entrusted to execute phased architectural projects in many sensitive buildings, often of architectural significance like your own. We pride ourselves at adeptly handling phased projects in occupied buildings, and have developed skills through our higher education work to minimize disruption, particularly during academic semesters.

**The Relationship Between Planning and Architecture**  
As both architects and planners, we rely on the synthesis of four finely honed skills: master planning for campuses and cities, rehabilitation of older buildings, restoration of landmarks, and the integration of contemporary architecture within historic settings. These skills can be seen in most of our work and will be applied to our planning for the [XXXXX]. As planners, we understand the large-scale forces that affect the future of a building, a campus, or a community. As architects, we are able to enrich our planning efforts with technical and design expertise in assessing existing buildings, and envisioning spaces, additions, and new buildings that will both support and transform them. Our ability to infuse long-term planning with an architectural sensibility assures our clients that our plans are both visionary and achievable.

**[Alternative\_2017, 08/17, Wharton (Master Space Plan Study)] similar used in [2020, 1/21 Comp Sci High PNY31.57]**

BBB’s strength in architectural design for education adds perspective to our planning projects. We have completed building projects at campuses nationwide, including Columbia University, Massachusetts Institute of Technology, and Harvard University. Moreover, BBB has helped many schools implement their master plans—many of which we have authored—through new construction, adaptive reuse, restoration, and public realm improvements. We work with our educational clients to create sensitive, customized programs and inspired spaces that maximize the utility of existing buildings and address new uses and visions.

With our academic experience and expertise in historic preservation and adaptive reuse, we incorporate building assessments, programming and space use studies, and preservation into our planning efforts. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of a campus’ physical facilities. This architectural perspective informs master planning recommendations for strategic construction, reuse, and demolition that shape an institution’s built environment.  
  
**Philosophy & Process**   
Curiosity is ingrained in our philosophy. Through research and careful listening to the client (and what existing buildings tells us) we come to discovery: the kernel of an idea that unlocks the concept of a plan.  
  
We have found that asking the right questions is as important as recording the answers — in order to understand the client’s vision as well as the program to successfully fulfill both the physical and human requirements of the project. We evaluate information impartially without pre-conceived solutions, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated impartially and clearly presented in order to gain the consensus and approval necessary to move the project forward.

**Private & Public Sector Mixed Use Development [2017, 10/06 NYCEDC Sunnyside Yards]**

We work with clients and communities to envision the future of neighborhoods and cities, and to imagine and plan new mixed-use and transit-oriented developments. Through a process of engagement with stakeholders and communities, we develop each plan based on an understanding of the culture and character of the place, integrating social, economic, ecological and infrastructural systems in a comprehensive view. Planning frameworks are based on an armature of urban and green infrastructure systems, and emphasize the catalytic effect of public spaces to leverage economic development while supporting diversity and housing affordability.

We have developed plans for cities, downtowns, neighborhoods, historic districts, institutional and government facilities, waterfronts, and mixed-use developments in New York, Washington DC, Denver, Chicago, and other cities. Our plans create long-term visions that are designed to enable short-term actions and flexible implementation over time.

**Project Approach [2021, 3/10 Met Musical Instruments Collection ONY32.66]**

Project Management

Beyer Blinder Belle’s management approach is guided by a philosophy that values clear communications, proactive leadership, and a collaborative spirit. Communication starts with being good listeners. We evaluate information impartially without preconceived solutions and we encourage transparency in the sharing of information. We assure that diverse opinions and options have been investigated impartially and are clearly presented in order to gain the consensus and approval necessary to move the project forward.

Because of the number of people involved with the Feasibility Study, including the Musical Instruments Collections storage and conservation staff, Met leadership, and Beyer Blinder Belle and our design consultants, we propose to use live.bbbarch.com, a user-friendly, password-protected website that streamlines the sharing of information among the entire project team. Accessible to users from both personal computers and mobile devices, live.bbbarch.com saves time, decreases the use of paper, and has been used successfully by the Met and the BBB design team on a number of projects.

Working at the Met

Our team, having prepared the Long Term Feasibility Study and the design of many Met projects, has an extensive file on the existing conditions of the Met. Our planning and design options will identify curatorial, architectural, structural, infrastructure, new technologies, cost, and code issues—as well as the impacts and costs of construction, phasing, temporary and permanent relocations, and associated enabling projects.

We have also learned that in order to build consensus, key Met staff members must be involved both at initial brainstorming meetings and at ongoing design sessions where compromises must be agreed upon. Our role throughout the Feasibility Study will be to illustrate and evaluate different design solutions and costs.

Cost Estimating

The key to estimating the costs of the Feasibility Study is to involve the estimating team of Directional Logic early on in the entire eight- to ten-week study period, where comprehensive construction costs are derived from conceptual sketches. Directional Logic is familiar with Met procedures and has an extensive file on the component costs of rehabilitating and designing museums. By using the components or assemblies of construction such as rooms, fixtures, accessories, lighting, HVAC, etc. instead of a CSI-type specification-based estimate, the costs can be individually evaluated to both value engineer if required, and to evaluate for inclusion of alternate design options.

Construction at the Met occurs while the Museum remains at full operation, including being open to the public, and these factors must be priced. They include construction logistics, impacts on adjacent museum functions, egress, MEP systems, as well as temporary and permanent relocation of staff, storage, and art. The cost and timing of these impacts, and resulting enabling projects, will be added to the construction costs to create a complete cost picture. Also, we will incorporate the Met’s soft costs and pricing for casework, exhibits, graphics, and wayfinding into the cost model, so that the Met’s total budget is realistic.

**Project Approach [2020, 3/2 Mayflower Mtn Hotel & Condo PNY31.77] also used in [2020, 2/7 Parx Hotel Casino PNY31.58]**

Our approach to our projects begins with developing a clear understanding of the client’s goals, enhancing them through thoughtful and creative design solutions, understanding our client’s budget and schedule constraints, and staying in constant communication by carefully listening to all parties involved. We then assemble a design schedule which allows us to create a road map to best attain the desired goals, while also addressing any roadblocks we may encounter. The schedule addresses the particular design process; possible approval time frames; any special criteria that need to be researched; time frames and tasks associated with SD, DD, CD, and CA phases (for all consultants); long lead item submissions; early submission of documents to governing regulatory agencies to facilitate foundation to grade approvals, hence saving the client time and money; and the construction administration schedule. This methodology is part of a protocol we have utilized on all our projects. It has proven not only to guide the project in a positive direction, but to allow all team members and the construction manager to communicate effectively.

**Project Management**

**An Integrated Approach to Project Management [2020, 10/07 Somerville MP PNY32.29]**

We believe in applying equal rigor to our design management and project management methodologies—they are inextricably linked, and both are key to project quality and success.

Design management focuses on a thoughtful and linear process of presentation and feedback to achieve a design that achieves project goals and exceeds client and stakeholder expectations.

Project management focuses on effective organization and communication of information to ensure adherence to budget and schedule goals.

And both benefit from our use of the latest technologies in design, coordination, and communication.

Our expectations and standards for excellence in both design and project management extend to the consultant team, who appreciate BBB’s spirit of mutual respect and collaboration.

**Project Delivery Philosophy [2017, 01/20 Houston Buffalo Bayou]**   
Clients select BBB for our ability to listen and evaluate information impartially without preconceived solutions. We believe that good planning and design start with asking the right questions through thoughtful articulation and creative interpretation of the problem. We take our role as experienced facilitators—of design, planning, construction and the overall process—very seriously. It is a testament to our dedication to our clients that many of our relationships have continued for more than a decade. We believe that developing mutual trust, communication, and an understanding of our clients’ mission is critical to building successful projects together. As a firm of architects and planners, we bring the right skills and experience to bring projects from concept, approvals, and through construction. We are equipped to have agile teams that respond to complex and changing project needs.

**Project Delivery and Beyond [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Contracts PNY32.19]**

D2P (Design to Production) is a BBB research initiative that explores and applies innovative project delivery methods to projects. It includes, and goes beyond, best practice elements of Design-Build. Central to D2P is the use and optimization of an intelligent digital model at all stages of design and construction. D2P harnesses and analyses data capture from the digital model; that data can be used in the future analysis for a built project or other related projects. In the D2P process, we think of the early stages—typically SD and DD in the conventional Design-Bid-Build delivery method—broadly as Research and Development (R+D) phase. During R+D, we load the digital model with information that pays back great dividends throughout a project’s development and specifically during construction, where we build the project “virtually” (Virtual Design Construction). The D2P process allows the end user to utilize data to manage their building from a technical aspect, understand the social engagement of spaces, monitor energy consumption, and assist in maintaining a “healthy building”. These data elements are designed within the building, and not as an afterthought.

**Design Build Approach [2021, 6/17 NYCDDC Recreation Center]** D2P (Design to Production) is a BBB-led initiative that applies innovative delivery methods to projects. It includes, and goes beyond, best practice elements of Design-Build to:

-Redefine and broaden the problems that architects solve, extending across a building’s life cycle and including post-occupancy activity.

-Offer a change in process and how we work, including using advanced technologies.

-Provide a platform for efficient collaboration and time savings, for example by expediting the shop drawing process phase.

Enhance collaboration, communication, and unity across all members of the stakeholder team.

-Eliminate inefficiencies and redundancies between project team members.

-Change the nature of service delivery and traditional business models through better collection and use of data during design, construction, and post-occupancy activities.

Central to the D2P initiative is an intelligent digital model, which will be an essential collaboration tool between Triton and BBB; with MPFP and Vidaris; with subcontractors; and, critically, with DDC and other key parties that own and operate the center. The digital model will facilitate estimating, improve constructability-related problem solving, and allow for post-award enhancements to the design that do not conflict with the project schedule or budget.

A project’s early stages—typically comprising SD and DD in the conventional Design-Bid-Build delivery method—are broadly rethought as a Research and Development (R+D) phase in the D2P process. During R+D, BBB will load the digital model with information that pays back great dividends throughout a project’s development and construction, where the project is “virtually” built (via Virtual Design Construction) first.

In addition, the data harnessed through the digital model can be used in future analysis of the built project or applied as a benchmark to other projects. The model will help with managing maintenance costs, addressing life cycle costs for equipment, monitoring energy consumption, addressing security issues, and capturing the building’s utilization from either a social or technical perspective. A central goal of D2P is the empowerment of owners and operators to leverage data, which increases the likelihood of maintaining a “healthy building.”

**Nimble Approach to Project Delivery [2017, 06/08 Solar 2 Project for Gilbane / NYCEDC]**

In its 50 years of practice, BBB is experienced with virtually every approach to project delivery—including traditional Design-Bid-Build, Design/Build (D/B), Design-Assist, and scenarios involving construction managers, fast-tracking, and multiple prime contracts.

Our management approach to all our projects emphasizes collaboration and an integrated “one team approach.” The “one team approach” simply requires that all team members be involved and heard throughout the entire project, from inception to project close-out. While the various team members have expertise in specific areas, their broad-based involvement throughout the process provides a quality control element that helps circumvent constructability and cost issues that can arise during construction. This integrated team approach is beneficial to the client in helping to balance the importance of design and practical matters of cost, schedule, maintenance, as well as logistical construction issues. The one-team approach provides a level of expertise and close coordination that will provide not only accurate information to the client but also provide more options for your decision-making process.

BBB’s emphasis on preconstruction services begins with a well thought out and attainable design schedule. The design schedule is our road map to success and should illustrate all the pertinent items required to achieve completion of the project. This focus on schedule does not restrict creativity. It does the opposite. It allows the client to clearly understand the time requirements to achieve an excellent design, while also directing the design team in the proper path with regard to the client’s financial goals. We will assemble a detailed design schedule that includes the critical tasks for this project, while maintaining your construction milestone deadlines. This is especially important for a Design-Build project. The allows for a clear understanding of the various tasks for this project, the time allocations for each task, and the coordination requirements among all team members including the client.

Equally important, we believe in a proactive approach to cost control, which is significant for this project. Cost management begins at the very start of the project, where we will understand your budget and what the programmatic aspirations are within that budget. Working with the estimator, we will develop a cost model that will help guide the design. We participate actively in vetting estimates, reconciling, and developing alternates as needed at the end of each phase. It is our goal to manage costs from the outset to avoid often painful late-phase value engineering decisions that may jeopardize program, scope, and design. BBB has developed a specialty in Design-Build for projects at varied scales under the direction of Carlos Cardoso. As Director of Construction Administration, he has assembled a team of field architects with diverse experience in construction management, technical construction expertise, and hands-on field experience on the construction site. Mr. Cardoso also coordinates all of Beyer Blinder Belle’s quality assurance reviews and construction activities and becomes involved with

the more challenging aspects of construction as they arise.

Beginning in the early 1980s, we were an integral part of the D/B team for the Bendel’s Retail store in New York. Our more recent D/B projects include the Prince George Ballroom, New York with Sciame; the Grand Central Terminal Employees Facilities, New York with Sciame; design assist to the 100,000 SF curtain wall system at the Rosslyn Central Place commercial towers in Washington, DC, along executing D/B on the 275,000 SF residential tower at Rosslyn Central Place with Clark Construction.

From the design build projects mentioned above, along with all our fast track projects (in New York City, most residential and commercial projects are fast tracked in one form or another), we have gained insight into critical coordination and construction issues along the way. Understanding all parties’ objectives, changing goals or needs, changing schedules, communicating such changes via our drawings to the field, financial constraints, and the problems that inevitably arise, requires a very open and respectful dialogue with all team members.

**A Philosophy of Community and Environmentally Responsible Design**  
BBB’s design philosophy expresses our evolving 50-year practice: that architecture should be approached within an urban and contextual framework. Believing that cities thrive on diversity and on the dynamics between the past and present, we have defined an approach to the design of the built environment that focuses on the social interplay of people and public space. Each decade has brought with it adjustments to our fundamental planning and design philosophy in response to the needs of cities and communities within a changing social, political, economic and cultural climate.   
  
Woven into our philosophy is the desire to create structures that are net producers of energy and resources rather than consumers of resources and generators of pollution. We have found that both old and new technologies can drive environmentally responsible design. We work to take advantage of the inherently green qualities of old buildings, such as their substantial and massive construction and adaptability to passive energy-saving design, in addition to incorporating innovative energy-saving systems and renewable or recycled building materials into both new and existing buildings. This can provide a balance between energy consumed and energy used, as well as incorporating materials and methods of construction that cause the least impact on our environment and natural resources.   
  
Sustainable design starts with conservation. There is a strong link between a reduced carbon footprint, the conservation of buildings, and the existing urban infrastructure. BBB’s practice was founded on this principle. The late James Marston Fitch, a BBB preservation and sustainable design partner for 20 years, wrote an early influential book on this subject in 1947, American Building: The Environmental Forces that Shape It, which, along with his Curatorial Management of the Built World (1982), in its third printing, remain definitive resources on sustainable design, rehabilitation and restoration. We continue to live by Dr. Fitch’s philosophy, as demonstrated by the numerous restoration and rehabilitation projects that we have completed or are designing to achieve LEED certification. Approximately 75% of our technical staff are LEED accredited professionals.  
  
Of course sustainability is more than conservation. It encompasses all aspects of the design, construction, and operations of a building. These factors are integral to our philosophy and approach.  
  
**Experience with Physical Security [Last Updated: 06/22/2018 Sing Sing Prison Museum]**  
The firm has considerable experience in the field of protective design and adaptive retrofit for existing facilities. Our experience consists of evaluating facilities for security improvement and implementing physical security enhancement plans to reduce the vulnerability of facilities to attack. Some of our clients have included the District of Columbia Courts, US Court of Appeals for the Armed Forces, the Smithsonian Institution, and the US Geological Survey, among many other federal, state, and local public agencies.  
  
**Planning Approach**  
Planning and design for educational institutions has been central to Beyer Blinder Belle’s practice throughout our 42-year history. As architects as well as planners, we bring unique expertise to assessing buildings and their campus contexts to equally address programmatic requirements and the spaces that will best support them. As architects, BBB’s approach to building on a campus starts with an understanding of the planning fundamentals that support the project; as planners our approach incorporates an understanding of the architectural sensibility of a campus. It is this combined approach that also informs the recommendations we make for strategic construction, renovation, and demolition that shape a university’s built environment.  
  
**A Flexible Planning Framework**  
While we envision planning for the future of the Met to be programmatically specific and architecturally three-dimensional, we recognize that the long 20-year period of implementation will inevitably lead to changes due to new acquisitions, donations, funding, technology, and many other forces. The hallmark of a successful plan is its ability to withstand changes without diluting its essential principles. As we have learned from our experience with urban and campus planning, an overly rigid plan becomes obsolete or must be redone when conditions change. Such plans ultimately get shelved.  
  
We prefer to think of planning as the creation of "frameworks" that provide clear principles and strong guidance, while allowing for change.  
  
Such a model is particularly well-suited to an institutional setting. This model relies heavily on the institution’s capacity for engaged, intelligent management of a plan over time, providing for new projects as they emerge and adjusting the plan to accommodate them. Adherence to a planning framework and its principles prevents short-term needs from foreclosing important long-term goals.

**(Planning) Supporting the Strategic Framework [2020, 7/24 Cleveland State University MP PNY32.12]**

CSU is embarking on this campus planning initiative after completing a comprehensive strategic planning process that examined core values, culture, strengths, and institutional goals. BBB’s approach to the master plan will seek to provide a road map for how the physical campus can support the

strategic priorities of the institution. BBB has created these types of master plans in support of strategic plans and priorities for many public and private institutions of higher education. Our plans are individually tailored to the mission, goals, priorities, and needs of each institution.

**Planning for Future Trends, Innovations, and Resilience [2020, 11/12 NCSU MP PNY32.38]**

**Parts in blue used in 2020, 12/17 Skidmore College Master Plan PNY32.49**

Changes in the landscape of higher education are occurring at an increasing rate. Advances in mobility technology, such as autonomous vehicles, have the potential to transform transit while decreasing parking demand. Reverberations from the COVID-19 pandemic may have lasting effects on the way we come together, the hybridization of in-person and online learning, the location of staff on- or off-campus, administrative workplace design, and others areas. Climate change is hastening the need for resilience on campus and the ability to respond to acute and chronic stressors. Student well-being, equity, and student life issues continue to change along with demographics and student needs. However, as the educator James Cummins wrote, “all learning is social,” and the role of the campus is central to the academic, social, and emotional journeys of the community. Advances in mobility technology, such as autonomous vehicles, have the potential to transform transit while decreasing parking demand. The campus fabric, infrastructure, and facilities must evolve to enable people to come together to explore, discover, and wonder about the world around them.

**Planning for Future Trends and Innovations [2021, 3/11 MIT On-Call Architects Interior Reno PNY32.68]**

Institutions and communities will feel reverberations from the COVID-19 pandemic well into the future. The ways that we gather, communicate, and learn have changed. Educators are reweighing the benefits of (a)synchronous learning. Administrators are reconsidering the key functions of offices. And while new restrictions have entered daily life, our options are somehow more numerous—creating significant potential for improvement. Unpacking this potential is central to BBB’s design process.

Even pre-pandemic, many facilities exhibited incompatibilities with the increasingly digital world. Last year heightened awareness of these gaps, pushing flexibility to the forefront of university decisions. Upcoming interior renovations at MIT can help with achieving greater flexibility—and improved alignment between your facilities and your goals for student, faculty, and staff experience.

We embrace MIT’s interest in diverse learning and working approaches, and in adaptive workplaces that support that diversity. As pandemic-related best practices continue developing, and Task Force 2021 and Beyond forms its conclusions, BBB can be MIT’s partner in preparing and implementing future-focused design solutions. In our own Boston, Washington DC, and New York offices, we continue to learn from our newly hybrid workplaces–lessons that can apply to the Institute’s working and learning environments. These lessons augment a knowledge base rooted in decades of higher education experience.

Tomorrow’s solutions begin with today’s engagement. With the University of Chicago, BBB facilitated a visioning process that led to the Chicago Innovation Exchange. The 34,000-square foot facility, housed in adaptively reused historic buildings, hosts high-intensity interaction programs that connect students, faculty, and entrepreneurs. BBB’s design promotes hybrid interaction and meaningful collaboration, regardless of participant locations. CIE’s common area can act as touchdown space, a hackathon space, or a presentation hall, sometimes on the same day. By first modeling space utilization on multiple timeframes, BBB increased CIE’s flexibility and usage potential.

Flexible facilities require flexible processes. When designing the Morris and Sophie Chang Building at MIT, a key programming pivot occurred mid-design, and a lecture hall was adapted into a hybrid learning environment. Among other A/V features, ceiling mounted microphones and cameras were added to support synchronous learning between on-site students and distance learners.

BBB enjoys the challenge of developing a space program in tandem with an academic vision. With only 3,000 square feet available to NYU’s Tandon School of Engineering for their flagship “invention, innovation, entrepreneurship” project, BBB ensured that each square foot was flexible and content-rich. The Game Innovation Lab features a nimble raised floor, enabling rapid reconfiguration of power and data systems, and easily moved whiteboards, desks, and soft seating.

We design visionary yet achievable interiors for academic institutions, and BBB will apply this experience in meeting the current and future needs of MIT’s learning, collaboration, and administration spaces.  
  
**Experience with Public Sector and Non-Profit Clients and Publicly Funded Projects**  
The Beyer Blinder Belle design philosophy expresses our evolving 40-year practice: that architecture should be approached within an urban and contextual framework. Believing that cities thrive on diversity and on the fluid dynamics such diversity creates within neighborhoods, we have defined an approach to the built environment that focuses on the social interplay of people and public space. Each decade has brought with it adjustments to our fundamental planning and design philosophy in response to the needs of our cities and communities within a changing social, political, economic and cultural climate.  
  
What better way to express our philosophy than through the cultural life? In New York City, Beyer Blinder Belle has extensive experience with cultural and educational not-for-profit institutions, including NYU Tisch School of the Arts, The Apollo Theater, Henry Street Settlement, Manhattan School of Music, Japan Society, Mark Morris Dance Group, The Morgan Library & Museum, Cooper Hewitt, Smithsonian Design Museum, General Theological Seminary, Center for Jewish History, Lincoln Center for the Performing Arts, the Beacon Theatre and St. Ann’s Warehouse. As growing and evolving institutions, these clients have worked with Beyer Blinder Belle not just on specific projects but on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for ten years and more. We believe that developing mutual trust, communication, and understanding of our clients’ mission is critical to building successful projects together.

**Experience with Institution and Not-For-Profit Organizations [Feb 2018]**  
When cultural and not-for-profit organizations engage in building projects, they inevitably also re-shape themselves. BBB is committed to the process of institution and foundation-building in the fullest sense. Our portfolio includes administrative and education spaces, performance venues, sacred spaces, museums, libraries, parks, and gardens. We work collaboratively with our clients, sometimes at multiple sites and often over the course of many years, to create customized programs and inspired spaces that transform institutions.

A complete list of our not-for-profit clients includes the following:

* Amherst College
* Battery Park City Authority
* Breaking Ground Organization
* British Embassy
* Brooklyn Navy Yard
* Brooklyn Navy Yard Development Corp.
* Caramoor Center
* Casita Maria, Inc.
* Center for Jewish History
* Church of Heavenly Rest
* Church Pension Group
* City Parks Foundation
* Colby College
* College of St. Francis Xavier
* Collegiate Church
* Collegiate Church Corp.
* Dartmouth College
* DASNY
* Diplomacy Center Foundation
* Discalced, Inc. (Mark Morris Dance Group)
* Edison Preservation Foundation
* Elizabeth Cady Stanton and Susan B. Anthony Statue Fund, Inc.
* Enoch Pratt Free Library
* Episcopal Church Center
* Federal Reserve Bank of NY
* Friends of the High Line
* Gould Memorial Library/Bronx Community College of the City University of New York (CUNY)
* Greenpoint Manufacturing-Greenpoint Manufacturing and Design Center
* Harvard
* Henry Street Settlement
* Institute for Advance Study
* International House-Davis Hall
* International Rescue Committee-
* Jewish Historical Society of Greater Washington
* Lehigh University
* Lincoln Center
* Manhattan School of Music
* Mariano Rivera’s Church
* Mark Morris Design Center
* Maryland Dept. of General Services
* Melwood Parke Manor
* Metro North Railroad
* Metropolitan Museum of Art
* MIT
* Montclair Museum
* MTA
* National Gallery of Art
* New York City Department of Parks and Recreation
* New York City Economic Development Corporation
* New York Historical Society
* NYC School Construction Authority
* NYCDDC
* New York Public Library
* NYPL Astor, Lenox & Tilden Foundation
* NYS Parks, Recreation
* NY University
* Park Avenue Christian Church
* Park East Synagogue
* Planet Word Museum
* Polo Stable Restoration
* Polytechnic Inst. Of NYU
* Potomac Boat Club Foundation
* Princeton University
* Rubin Museum International House
* Rubin Museum of Art
* Saint Ann Arts and Cultural Center
* Salvation Army
* St. Ann’s Warehouse
* St. Peter’s Prep. School
* St. Thomas Church
* SUNY Stony Brook
* The Apollo Theater Foundation Inc.
* The Architect of the Capital
* The Arts Club of Washington
* The Basilica of the Assumption Historic Trust, Inc
* The Church of Saint Luke in the Field
* The Frick
* The General Theological Seminary
* The Maritime Aquarium
* The Metropolitan Museum of Art
* The Morgan Library & Museum
* The National Gallery of Art
* The National Presbyterian Church
* The Salvation Army
* The Smithsonian Institution
* The Symphony Space, Inc
* Toledo Museum
* Union Station Redevelopment Corporation
* University at Buffalo
* University of Maryland Eastern Shore
* US General Services Administration
* Visiting Nurse Services
* Wilmington Public Library
* Xavier High School
* Yale University
* Yivo Institute for Jewish Research

**Expertise in Preservation for Not-for-Profit Clients**  
There is no better way for us to express our philosophy and apply our planning and preservation expertise than by bringing our architectural practice to organizations such as Trinity Wall Street. BBB has extensive experience creating visionary yet achievable plans for religious, cultural and educational not-for-profit institutions, including NYU Tisch School of the Arts, Apollo Theater, Manhattan School of Music, Japan Society, Mark Morris Dance Center, The Morgan Library & Museum, Cooper Hewitt, Smithsonian Design Museum, General Theological Seminary, Center for Jewish History, Lincoln Center for the Performing Arts, and the New-York Historical Society. We worked collaboratively with each of these clients to create sensitive, customized programs and spaces, all while respecting their visions and missions, and the historic nature of their facilities. Many of these relationships have continued for ten years and more. We believe that developing mutual trust, communication, and an understanding of our clients’ mission is critical to building successful projects together.

**Preservation Guidelines [2021, 01/08 Nemours Sunken Gardens PNY32.50]**

For over five decades, Beyer Blinder Belle has undertaken condition surveys and implemented preservation work for some of the country’s most cherished historic buildings and landscapes. Our work has included many gardens and decorative fountains at institutions such as the New York Botanical Garden, the Metropolitan Museum of Art, Longwood Gardens, the 9/11 Memorial at the World Trade Center, the United States Capitol, and the Lincoln Center for the Performing Arts. We work with highly experienced consultants to develop information that is clearly defined and specific to each client’s needs—a practical toolkit for planning, funding, and implementing successful preservation projects and ensuring a secure and successful future for historic places.

The purpose of the Exploratory Phase of the Sunken Gardens Repairs and Restoration is to restore the timeless beauty created by Alfred I. duPont while incorporating innovative technologies to secure its future. The key challenge is to upgrade pathways, structures, and systems to address current deficiencies effectively and economically, while maintaining the garden’s historic integrity and character.

The Secretary of the Interior’s Standards for Preservation, together with the legacy of Alfred I. duPont, will guide our design approach to historic preservation for this project.

**(alternate of above) used in [2020, 12/01 Sylvester Manor PNY32.43]**

The Secretary Standards for Preservation guide Beyer Blinder Belle’s design approach to historic preservation, be it a project as large as Grand Central Terminal and the Empire State Building or as small as the Swedish Cottage and the Alice Austin House.

The **historic character** of a property will be **retained and preserved**. Distinctive features, materials and finishes that characterize the property will be preserved.

**Existing fabric** to the greatest extent possible shall be **repaired and restored rather than replaced**.

Repair treatments will be undertaken using the **gentlest**  **means possible.** Treatments that cause damage to historic materials will not be used.

For over five decades, BBB has developed and implemented preservation and maintenance plans for some of the country’s most cherished historic places. We structure our plans to be accessible and specific to each client’s needs—a practical toolkit for planning, funding and implementing successful preservation projects. The purpose of the Preservation & Maintenance Plan is to:

1. Record the current condition of building elements and diagnose defects;
2. Establish a consensus on the relative significance of the different areas and elements of the building;
3. Identify guidelines, opportunities, and constraints for the preservation or adaptation of historic fabric;
4. Establish a range of acceptable treatments and interventions within each historic area;
5. Recommend prioritized preservation treatments alongside a cost plan and phasing strategy.

**Preservation Mapping [2020, 12/01 Sylvester Manor PNY32.43]**

The Manor House embodies numerous layers of history and lived experience that are distilled within the building fabric, collections, and archival documents. The complexity of the house as primary evidence and a cultural resource necessitates an approach that retains the layers without “restoring” to a particular historic timeframe. This strategy ensures an honest record is available for today’s visitors and future generations to interpret, while preserving established histories and stories as yet untold.

Our study will articulate this complexity through Preservation Mapping. Through this process, the evolution of the house will be charted in a series of colored morphology drawings together with the historic significance and architectural integrity of each space. The aim of Preservation Mapping is to generate a framework for understanding the individual elements of the building in relation to each other across a spectrum of preservation approaches and treatments. This informs decision-making as part of repair and adaptation projects, and guides appropriate change in areas of historic significance. For example, rooms containing original finishes may require specialist analysis and the careful consolidation of surviving layers. Here, interventions should be minimized and reversible. Environmental conditions should prioritize the building fabric and collection, with occupant comfort a secondary consideration. By comparison, rooms that are less historically complex such as those constructed entirely in the 1908 Henry Bacon campaign, may be considered more flexible. Sensitive interventions in support of existing and new uses may be appropriate, with greater scope for improving occupant comfort and reducing existing environmental problems. As a reference, we will include exemplar projects from other institutions to illustrate the range of different preservation approaches.

**Preservation Approach [2021, 7/15 Rehab Perry’s Victory (Jacobs) PNY33.06]**

BBB is a renowned expert in restoring and modernizing historic buildings and landscapes to address modern challenges that were unforeseen at the time of original construction. Our approach to preservation is underpinned by our broad experience applying the Secretary of the Interior’s Standards for Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes at sites nationally and abroad. The collaborative nature of BBB’s integrated staff of architects, architectural historians, and preservation specialists allows us to combine sound historical research with on-site analysis to understand and interpret the history, significance, and existing conditions of historic properties. Our main preservation objective is to design solutions that seamlessly blend into the surrounding design and satisfy multiple design challenges simultaneously.

**Prioritization, Phasing & Maintenance Planning [2020, 12/01 Sylvester Manor PNY32.43]**

The Conditions Assessment will set out recommendations for work under the three headings of 1) investigation, 2) preservation, and 3) maintenance. BBB typically divides the schedule of work into activities that are “necessary” for the good repair of the building, and work that is “desirable” to achieve certain performance goals or space uses. In addition to defining what is necessary or desirable, the schedule of work is ordered into the following phasing categories:

Site Investigation work including monitoring, probes, and tests

Before commencing repair, restoration or adaptation work, site investigations are required to better understand the existing conditions of the building and any active decay. BBB may be able to undertake limited probes during the condition survey, for example removing some exterior shingles to see the wall construction behind. However, the majority of testing and probes will become part of future projects and may require the involvement of a structural engineer, architectural conservator or building contractor. Monitoring the building for active structural movement or thermal/moisture performance requires 6-12 months for meaningful results to become apparent and should be planned ahead of future project design phases.

Urgent Work

Urgent work needs to be enacted within weeks or months to address a health and safety issue or building defect that risks causing and accident or damage to the building or collections. Examples include remediating loose materials at risk of falling onto a walking surface, and active water ingress such as a roof leak or over-topping gutter. Urgent works are usually undertaken directly by a competent contractor and can be temporary fixes or protective measures if an element is proposed for comprehensive treatment in the short to medium term.

Short-Medium Term Work (3-5 years)

Work in this category is typically focused on improving the condition of the building fabric and systems to address deferred maintenance, stop deterioration, improve conditions and reduce the risk of future problems. Short-medium work typically requires monitoring activities to take place in advance, and for work to be scoped by a design team before being executed by a suitably experienced contractor.

Medium-Long Term Work (5-10 years)

Projects may include the replacement of building elements that have limited remaining service life, such as wall or roof shingles. Maintenance projects such as repainting exterior woodwork or the replacement of aging mechanical equipment will be included. Projects may also include work to improve the operation and use of the building as part of the wider future vision for the Educational Farm. While the Conditions Assessment will not specifically address future building uses, recommendations will seek to anticipate the client’s present and future needs. Recommendations will be aspirational but achievable, referencing the Preservation Map with practical suggestions for improving the existing building, collections care and user comfort in the most appropriate and sustainable ways.

Kohler Ronan will prepare prioritized MEP & FP building infrastructure replacements and upgrades in a Preliminary Concept report with supporting sketches and options. BBB and Kohler Ronan will work together to coordinate space requirements for equipment.

Cost Estimators, Ellana, Inc., will develop an outline cost plan for the prioritized scope of work and maintenance activities. Suitable allowances will be made for local market conditions, contingencies and escallation. The client and design teams will have the opportunity to review and comment on the cost plan before the final report is presented.

**Procurement Strategies [2020, 09/16 DCAMM House Doctor PNY32.20]**

BBB is experienced in virtually every approach to project delivery—including traditional Design-Bid-Build, Design-Build, Design-Assist, and working with construction managers (CMs), CMs-At-Risk, fast-tracking, and multiple prime contracts. While we do not have direct experience with building projects under the Commonwealth’s public bidding requirements, we are nonetheless experienced in assembling bid sets and evaluating contractor bid submissions in other public jurisdictions for General Contractor and Construction Manager at Risk contracts. This experience will be brought to bear on any project under a DCAMM contract that is under the mandates of Chapter 149.

From our design-build and fast-tracked project experience, we have gained insight into critical coordination and construction issues. Understanding all parties’ objectives, changing goals or needs, changing schedules, communicating such changes via our drawings to the field, financial constraints, and the problems that inevitably arise, requires a very open and respectful dialogue with all team members.

A successful design and construction process is highly collaborative, with each team member contributing their best skills, and with the group committing to communicating clearly and mutually agreeing upon goals. Our best projects are a product of our expertise plus the spirit of partnership with our clients and contractors, to which our former and current clients and construction managers will attest.

**PROJECT DRIVERS, PLANNING [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

**Catalyzing Investments for Greater Good [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

Successful adaptive reuse and redevelopment requires visionary planning and practical design solutions that are responsive to the needs of the community while also providing flexibility for future needs and long-term financial viability. We work with clients and communities to re-imagine the future of historic buildings, cherished places, and sensitive neighborhoods to plan for an equitable and sustainable future. We believe that thoughtful physical planning and coordinated market strategies can catalyze economic development to support the short and long-term livability and diversity of the surrounding communities.

**Connecting People, Places & Communities [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

Cities and neighborhoods that increase connectivity between people and destinations are more vibrant and healthy places. Successful urban destinations are places that are easy to get to, highly visible, and provide a balance of both active and passive means of circulation. Mobility, accessibility, and walkability are essential in our approach to placemaking because in addition to making places of higher value, they ensure that the treasures of the past and collective community heritage are accessible to everyone.

**Fostering a Welcoming, Diverse & Active Place [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

Cities exist in many overlapping layers of history, scale and experience. The most successful places express this diversity by mixing new and old, active and passive, public and private in rich patterns of use and expression that foster a dynamic and welcoming environment. An open and inclusive process is critical for gaining an appreciation of the site’s physical and symbolic challenges and opportunities, which enriches our design work and provides authenticity and relevance, coalescing in a shared vision that reflects a true sense of place.

**Restoring Historic Assets for New Life [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

BBB is well-known for our expertise in restoring, revitalizing, and reusing historic buildings and sites. Our project-specific approach is based on research and analysis, a thorough understanding of the cultural context, and the development of appropriate preservation methodologies and new design interventions. We give new life to historic projects through the sensitive and creative integration of contemporary program accommodations, life safety, and infrastructure systems.

**Understanding of Program Development**  
The straightforward programming process belies the subtlety and sensitivity required to achieve the right program document. The importance of understanding how people work as individuals and as groups within an organization—and therefore within a space—cannot be overemphasized. The nuances of understanding how users will occupy the space will be translated to physical requirements not only through square footages but also through realizing how light, sound, transparencies, and adjacencies will influence the users’ experience. Our project team knows that asking the right questions is as important as recording the answers.

**Programming and Test Fits**

We meet with the client and their key stakeholders to discuss the program for existing and/or new space. We discuss strengths and weaknesses of the existing configuration and how that fits into the needs for the space. We identify critical programmatic adjacencies and provide examples of space planning industry standards to assist in developing program quantities which reflect growth needs over time, along with estimates of circulation space and other new program spaces. We develop space standards for the various program elements, which then become the building blocks for the test fit.

**Programming and Test Fits [2020, 2/5 American Musical and Drama Academy PNY31.61]**

Good design starts with good programming and planning. Many of our projects begin as feasibility studies or master plans, testing both the vision and the viability of the project and creating a road map for later phases. This early work includes stakeholder interviews, space needs programming, test fits on various sites with multiple options, and scoping for concept-level pricing and phasing.

This type of work requires our skills of agility and creativity, as well as our ability to quickly and deeply know an institution, its mission and objectives. At right, we have identified a sampling of relevant projects that were stand-alone studies, where our early planning yielded a successful and

funded project.

SELECTED PROJECTS

92nd Street Y Master Plan, New York, NY

Caramoor New Venue Feasibility Study, Katonah, NY

Church Pension Group Headquarters Site Selection, New York, NY

The Church of Saint Luke in the Fields Master Plan and Test Fits,

New York, NY

Columbia University, Campus Assessment and Framework Plan,

New York, NY

Dartmouth, Arthur L. Irving Institute for Energy and Society Programming and Feasibility Study, Hanover, NH

General Theological Seminary Ninth Avenue Building Test Fits,

New York, NY

Harvard Business School, Kresge Hall Feasibility Study, Boston, MA

Manhattan School of Music Master Plan, New York, NY

New York University, Tisch School of the Arts, “Broadway Block” Renovations, New York, NY

New York University, Tisch Department of Performance Studies Master Plan and Feasibility Study, New York, NY

Princeton University, Neuroscience & Psychology Programming and Site Strategy Report, Princeton, NJ

Princeton University, Arts & Transit Neighborhood Plan, Princeton, NJ

Union Theological Seminary Campus Renewal Plan, New York, NY

Xavier High School, New York, NY

# PROGRAMMING [2015, 11/18 Phillips Academy OWHL brochure]

At no time is collaboration more important than during the programming phase, when we come to understand our client’s quantitative and qualitative expectations for a building’s use. Our programming exploration must go beyond square footage space requirements in order to understand how the physical space will enhance teaching, learning, working and collaborating. Our project team knows that asking the right questions is as important as recording the answers. Program development requires sensitivity and subtlety to fulfill successfully both the functional and the aesthetic requirements of a project.

BBB will work with Andover to determine key stakeholders and end users. We will work closely with administrators, faculty, and perhaps solicit ideas from students, to determine what Andover’s expectations may be for the performance of the Library. We will facilitate meetings to ensure that the voices of all major participants are heard. We will work with you to find the most effective means of communicating graphic information, such as preliminary programmatic diagrams documenting the relationships and requirements of the various proposed functions within the building.

One of the challenges for the Oliver Wendell Holmes Library will be satisfying the needs of all occupants. The various demands on the library (both existing and new), plus the parameters of working within an existing facility, will require careful deliberation about synergies and priorities. We have developed consensus-building techniques to achieve mutually agreeable solutions. We believe first and foremost that inclusivity is key—stakeholders must be involved both at the “blue sky” meetings and at the more difficult times of compromise. As programmers, we apply logic and objectivity, helping our client make decisions based on clear thinking and careful prioritizing through value matrices and other visual tools.

**Programming and Stakeholder Consensus [2020, 2/14 Park Tower Group PNY31.67]**

At no time is collaboration more important than during the early programming phase. It is at this phase, through interviews and analysis, that we come to understand our client’s quantitative and qualitative expectations for the project. We have used many different techniques to collaborate with our clients and to create consensus among the varied parties involved in a large-scale urban project. For example, at Essex Crossing Mixed-Use Development, we conducted a rich and productive dialogue among many stakeholders in order to showcase the community’s vision for integrating mixed-use development, affordable housing, local employment, and pedestrian activity.

# Program Confirmation [2020, 1/21 Comp Sci High PNY31.57]

An initial space program has been issued, however a confirmation and adjustment phase is required. The program confirmation yields critical information for its development, both quantitative and qualitative. The development of a detailed program is required to evaluate space planning and test fits of the various potential real estate options. The results of the programming exercise will serve as the foundation for all planning.

The tasks listed below are typically performed for our clients to obtain critical program information.

We meet with the client and their key stakeholders to discuss the program for existing and new space. We provide examples of space planning industry standards, contemporary models, etc., to assist in this visioning process, which includes the following:

Program Quantities will be confirmed to ensure quantities of each program element and reflect the client’s growth needs over time, along with estimates of circulation space, to obtain total required net floor area.

“Space Standards” for Program Elements to identify planning “space standards” for classrooms, offices, and auxilliary spaces and the base square footage areas for these various program elements.

Adjacencies to identify critical programmatic adjacencies that may affect the necessary layout strategies.

# Connecting the Threads: The Program [2021, 4/6 Barnard College]

There is arguably no more important moment in the life of a project than the programming phase, when a client’s vision needs to be translated into the building blocks of a program brief. How do we get from a vision statement, or a strategic plan, or an academic initiative, to the calculations of square footages and functional space requirements, without losing the essence of that vision?

The answer lies in a process of engagement and synthesis—a process about which we are passionate. Good programming is not merely stenography. It is the creative consideration of functional concepts and spatial relationships, and it is the process of prioritization and reconciliation to create a brief that matches not only the vision but budget and area parameters. We are excited, not hindered, by these parameters.

For the Francine A. LeFrak Foundation Center for Well-Being, we have already started thinking about the translation of the three pillars into a spatial language, as shown in the diagram at right. When we think of physical health, we think of strength; with mental health, we think of balance; and with financial health, we think of empowerment. From there, we translate these characteristics—so appropriate for women of Barnard—into potential spatial qualities. At center, there are the common characteristics, which become the connecting threads of the various spaces to be occupied in Barnard Hall and Annex.  
  
**Programming for Multiple Users [3/1/2016\_Campus Center – Lehrer]**  
At no time is collaboration more important than during the programming phase. Certainly one goal of programming is to understand the space requirements for building functions such as dining, performances, and meetings. Our interactions with users and stakeholders must go beyond the quantitative aspects of the program in order to understand how the physical space will qualitatively enhance learning, sharing, and collaborating. We have found that asking the right questions is as important as recording the answers – in order to understand the client’s vision as well as the program to successfully fulfill both the physical and human requirements of the project. We evaluate information impartially, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated and clearly presented in order to gain the consensus and approval necessary to move the project forward.

**Programming and Planning [Last Updated: 03/30/2018 Art Students League] also used in [2020, 1/21 Comp Sci High PNY31.57]**   
We understand that good planning starts with good programming, and that a client-architect relationship can uncover potential opportunities for maximizing design. We respond to the ever-changing needs in educational operations and systems with cost-effective and sustainable solutions for adaptable and flexible learning environments. We are facile at "stacking and blocking" the programmatic spaces using approved program and space standards for studies and classrooms. We have provided programming and restacking services for all of our educational and institutional clients.

(this paragraph added for [2020, 1/21 Comp Sci High PNY31.57]) Of the more than 1,500 BBB projects completed to date, over a third have included not only an existing condition survey or facilities assessment but feasibility studies or a master plan, as the first step in a project. This critical step serves as the “road map” for taking the project from planning and design through construction. Typically, our early investigative work is paired with an intensive programming and planning phase to reveal the design concept that will satisfy both the client’s program goals and meet space requirements. BBB combines our expertise in the evaluation, planning and renovation of buildings and urban sites with our understanding of the unique needs of academic institutions in order to reinvigorate their facilities.

**Programming**  
We understand that good planning and design starts with good programming, and that the client-architect relationship can uncover potential opportunities. We bring unique expertise to assessing buildings in order to equally address programmatic requirements and the spaces that will best support them. As architects, BBB’s approach to a building starts with an understanding of the planning fundamentals that support the project; as planners our approach incorporates an architectural sensibility. It is this combined approach that also informs the recommendations we make for strategic construction, renovation, and demolition that shape an institution.

**Programming (Brown RFP 2018, 3/2)**

We bring unique expertise to assessing buildings and their campus contexts in order to equally address programmatic requirements and the spaces that will best support them. As architects, BBB’s approach to building on a campus starts with an understanding of the planning fundamentals that support the project; as planners our approach incorporates an understanding of the architectural sensibility of a campus. This combined approach informs the recommendations we make for strategic construction, renovation, and demolition that shape a university’s-built environment.

With our academic experience and our staff’s expertise in historic preservation and adaptive reuse, we incorporate building assessments, programming and space use studies, and preservation into our planning efforts. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of a campus’ physical facilities.

At no time is collaboration more important than during the programming phase, when we come to understand our client’s quantitative and qualitative expectations for a building’s use. Our programming exploration must go beyond square footage space requirements in order to understand how the physical space will enhance teaching, learning, working and collaborating. We know that asking the right questions is as important as recording the answers.

**Commitment to Project Excellence [2020, 9/12, NYCDDC Large Firm Requirements Contract, PNY32.15] also in [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Projects PNY32.19]**

BBB’s history, mission and overriding ethos is intertwined with the vitality of New York City and the design and execution of public buildings, spaces, and infrastructure that support an equitable, sustainable, and resilient city.

We understand that the demands on public and institutional clients have never been greater. These demands, including a heightened sense of social responsibility, changing climate, public health and safety conditions, as well as new technologies and ways of living, working, and connecting, call for more flexible and creative approaches to public design. All of these objectives must be achieved within increasingly tight budget and schedule parameters.

BBB is committed to meeting these challenges and overall project excellence through our philosophy of engagement, analysis, and creativity. We bring broad expertise to all of our public architecture design efforts—typically complex projects—with a unique mix of staff talent tailored to the specific needs of each client. Borne of a deep curiosity and understanding of mission, culture, and context, our design solutions for civic facilities achieve an elegant simplicity that empowers people and public life.

Our commitment to social responsibility extends to achieving diversity within our organization and our profession. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry. These include recruitment from a diverse pool of colleges and universities; maintaining an internship1 program; volunteering with the ACE Mentorship program for high school students; providing mentors to high potential employees; and clearly communicating our commitment to diversity.

**Rehabilitation [2020/10/7, Intro paragraph for Relevant Experience, PNY32.31\_NYC Ferry: Homeport II] Additional keywords *Industrial – Warehouse – Waterfront – Existing buildings***

BBB has built its foundation on work within existing buildings, and is known for rehabilitating distressed buildings, often in historic settings. BBB has performed this work at existing warehouses such as GMDC Ozone Park Industrial Center; BLDG 92 and Building 77 at the Brooklyn Navy Yard; and, most recently, Thompson Warehouse at South Street Seaport, and ongoing at Buildings 46 and 47 at the Washington Navy Yard. Throughout our history, we have been champions of rehabilitation, renovation, and adaptive re-use, infusing new life into buildings. We achieve this through creative reprogramming and technical expertise often involving code and ADA upgrades, integration of new building systems and technologies, as well as facade upgrades. Ultimately, transformation and adaptive re-use excite us the most, unlocking the hidden potential that is embodied in an existing building.

In BBB’s 52-year history, we have enriched waterfront communities through planning and architectural design in Brooklyn (Greenpoint Landing, Brooklyn Navy Yard, Coney Island Redevelopment), New Jersey (Hoboken Terminal Revitalization, Harsimus Cove Redevelopment Plan), and Washington, DC (Anacostia Waterfront Initiative, Washington Navy Yard).

Rehabilitation (Approach to Architectural Rehabilitation) [2021, 7/15 Rehab Perry’s Victory (Jacobs) PNY33.06]

For over 50 years, BBB has been fortunate to work on the stabilization, preservation, and rehabilitation of thousands of buildings, including numerous National Historic Landmarks and properties listed in the National Register. Many of these projects involve the sensitive integration of contemporary assemblies and new Mechanical, Electrical, Plumbing, and Life Safety (MEP/LS) systems within historic structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. Through our work with buildings and landscapes of vastly different eras, from historic barns to Mission 66 structures, we have a keen understanding of the specific challenges of different types of existing buildings. As a result, we have cultivated intensely creative, efficient, and cost-effective methods for invisibly modernizing historic buildings in a manner that does not compromise character defining features, visitor experience, or public safety.

**Renewing Heritage Buildings [2021, 03/01 Harlem Valley Homestead ONY32.70] very similar text used in [2021, 01/22 Rockaway Hunting Club] parts in blue added for [2020, 12/01 Sylvester Manor PNY32.43] parts in blue and red added in [2020, 6/26 Dyckman Farmhouse PNY31.95] edits in purple for [2020, 7/9 Yale Club of NYC PNY33.04]**

Beyer Blinder Belle is renowned for our expertise in the broad field of historic rehabilitation and adaptive reuse. Our expertise spans the field from research, technical preservation and conservation to contemporary additions and architectural transformations.

[We have a diverse portfolio of civic, institutional, and private buildings and landscapes—many landmarks and iconic projects as well as lesser known older properties with historically sensitive interiors or within historical districts—throughout the United States and internationally.] or [We have a diverse portfolio of both civic and private buildings throughout the US and internationally, including many landmarks and iconic projects as well as lesser-known older properties with historically-sensitive interiors or within historical districts.]

Giving new life to historic and older buildings is a skill that BBB has honed for many years and takes great satisfaction in the successful execution of revitalization projects. Whether the project mandates a restoration, rehabilitation, or reconstruction approach, a great understanding and sensitivity to the historic fabric is required. The layering of new programs and functions while maintaining the historic character of a building, and its multiple stories to tell, will be one of the main challenges the design team faces in this preservation and maintenance plan for Sylvester Manor.

Our modifications and additions to existing buildings respect the principles and concepts of the original, but acknowledge the evolutionary passage of time through designs that clearly belong to the present. Many of these projects involve the integration of new systems within constricted or sensitive structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. The adaptation and reuse of existing buildings is inherently sustainable—both environmentally and culturally. Our projects improve the resiliency of existing structures of all types and ages, making them fit for contemporary and future needs. [last sentence excluded in Sylvester Manor] [last two sentences excluded in Dyckman Farmhouse and Yale Club]

Many of our restoration and adaptive reuse projects are for cultural and not-for-profit organizations which inevitably shape themselves when they engage in building projects. BBB is committed to the process of institution-building in the fullest sense, backed by an extensive portfolio of revitalization and reinvention for mission-driven clients. We work collaboratively with our clients to create customized programs and inspired spaces that transform institutions. Our exhibit and museum projects are designed in the context of rich cultural resources with a focus on equitable access and the visitor experience, education, special events, and the care and custodianship of buildings and landscapes.

(used instead of last paragraph above in Yale Club) BBB is committed to the process of institution-building in the fullest sense, backed by an extensive portfolio of renewing historic buildings for mission-driven clients. We work collaboratively with our clients to create customized programs and inspired spaces that transform institutions. Our hospitality projects, as well as museums and other cultural institutions, are designed in the context of rich cultural resources and intensive visitation, with a focus on the visitor experience, public circulation, event space, dining, and infrastructure.

**Renovation + Addition to Modern Buildings of Significance [2021, 7/16 Harvard Hillel PNY33.07]**

BBB has a national reputation for and a leadership role in stewardship of significant buildings, including restoration and rehabilitation of modern structures of all types. BBB has a rich portfolio of renovations and additions to buildings of significance like Moshe Safdie’s home for Harvard Hillel. BBB is very familiar with and has great respect for the design approaches, principles, materiality, and detailing specific to architecturally significant buildings. Our contemporary interventions take inspiration from their predecessors but are distinctly of their time, incorporating sophisticated materials and detailing and contemporary systems and amenities.

**Renovation for Retail Interior [2023, 6/5 DC Events ODC28.25]**

BBB has a national reputation for renovation, interiors, and the repositioning of retail and hospitality at many scales. We welcome the challenges presented by the intersection of existing spaces with the ever evolving needs of commercial and public venues. We are clear-eyed about balancing the transformational potential of renovation with the parameters of budget and schedule—our design process will help Events DC make informed decisions at the right moments in the life of each project we undertake.

**Research and Planning [2020, 12/16 PEA Wetherell Complex PNY32.47]**

We believe that the best designs are rooted in the solid foundations of research and planning. By searching in analog and digital archives, and perhaps even your own flat files, we will come to understand the Merrill and Langdell buildings and, potentially, also the intentions of Cram & Ferguson as translated through their drawings. For example, by looking at the original drawings, we already glean that the structure is remarkably like that of Russell Hall, a student residence of the same era that we are renovating for Harvard.

As both planners and architects, we espouse the value of planning in early design. We believe that design emerges more organically from a process that starts with sound site analysis and space planning. Understanding pedestrian and service circulation, access to daylight for both room occupancy and thermal comfort, access to views, grading constraints, and regulatory requirements will all play a part in the development of footprint and massing for the Wetherell replacement building. Our exploration of options to meet both your programmatic aspirations and scope expectations will facilitate a grounded decision-making process to land at a preferred plan and massing.

**Research (historic preservation) [2020, 12/01 Sylvester Manor PNY32.43]**

Based on solid research, our preservation planning is grounded in the thorough understanding of the building’s original design and evolution over time. Our research is gathered from archival records, historic drawings, and old photographs, and we are fortunate that Sylvester Manor has extensive archival collections. The Historic Structures Report by Robert Hefner provides an excellent synthesis of this wealth of information. Maintenance records, inspection reports, and utility bills help us understand how the building is managed and maintained, and how the building systems currently perform. If a dimensional survey is not available at the start of a project, we gather a set of outline plans and elevations for our initial survey using historic drawings and other available resources. Our research is expanded and cross-checked through in-situ field investigations, which help us get to know the building in detail and in person.

**Residential Architecture and Repositioning**  
Residential projects are a major component of BBB’s practice. BBB has distinguished itself with its work in urban housing, historic preservation, and adaptive reuse. Projects range from repurposing historic buildings into new housing, to condominium and cooperative conversions, to building additions on top of or adjacent to historic structures, to construction of new buildings within landmark historic districts. Each building is unique, designed to respond to its own individual combination of conditions and criteria, including owner’s program, existing architecture, urban context, construction challenges, housing market, project financing and phasing.   
  
We are currently working on a complete rehabilitation of the former Ritz Carlton House on Madison Avenue into a residential condominium with prime retail at the base, which shares many similarities with your project. BBB’s extensive experience producing residential unit layouts—so critical to the success of any residential development—creatively and pragmatically addresses the specific challenges of a building’s idiosyncratic nature, while delivering a product that is both specific to the desired marketplace and flexible enough to shift with it. Our residential portfolio illustrates our continued success in rehabilitating significant and often historic buildings, from the design of market-driven layouts, to the technical expertise of coordinating new building systems within existing constraints, to the careful integration of significant new additions and exterior facade work.  
  
When viewed collectively, BBB’s portfolio of residential work—680 Madison Avenue, 34 Leonard Street, 139 Wooster Street, Park Laurel and others illustrated in more detail in this proposal—demonstrates the consistent vision of the firm, the depth of expertise, an attention to design elegance and efficiency, and an innovative approach to combining contemporary architecture with existing buildings of historic character.

**Office to Residental Conversions ONY34.86 Buhl Building [2023, 4/14] Historic Preservation\_Residential, Mixed-Use, Adaptive Reuse**  
A Deft Touch for Residential Conversion

We are skilled at converting historic buildings from a wide range of eras to residential use.

As a long-time practitioner of adaptive reuse, BBB was at the forefront of the early 2000s trend of converting commercial office buildings to residential use. As a result, we have become adept at reconfiguring existing spaces into in-demand luxury lofts and apartments, including office buildings such as an Art Deco telephone company headquarters, a Beaux-Arts government building, and more.

This portfolio demonstrates vision, expertise, and flexibility in the service of elegant, contemporary design. Every building is unique, and each floor plan and layout creatively and pragmatically addresses the site’s specific challenges. Our close relationships with some of the country’s largest developers have honed our skills in marrying architectural design with marketing objectives and financial aspirations.

Not Just Preserving History—Extending It

While many firms specialize in historic preservation, BBB is distinguished by our ability to balance preservation with contemporary design excellence.

BBB has been trusted with the stewardship of the United States’ most treasured landmarks, from the Empire State Building to the Washington Monument, and extending their life for future generations. We sensitively and creatively adapt and revitalize existing structures for new uses, integrating contemporary technologies, building systems, and materials within historic contexts.

Our substantial track record in historic preservation has resulted in positive, successful working relationships with federal, state, and local public agencies such as the Advisory Council on Historic Preservation, State Historic Preservation Offices, and landmarks preservation commissions.

Interior Design that Creates A Sense of Place

At BBB, interior design communicates not only a project vision, but also the values and aspirations of our clients and their communities.

Interiors are integral to most BBB projects and range in character from historically-appropriate restorations to contemporary interventions. Our broad in-house capabilities extend to both market-rate and affordable housing interiors, as well as hotels, hospitality, academic, institutional, corporate, and retail projects.

Working in collaboration with Bedrock Detroit, BBB’s robust in-house design team will define the unique culture of the Buhl Building and translate that vision into the design of a welcoming signature lobby, exceptional and efficient residential units, and key contemporary amenities. Our team will create a true sense of “place” for the building—a sense of home.

A Tailored Approach to Sustainable Design

Our common-sense, project-specific sustainability approach begins with design thinking, consultant coordination, and client involvement from the very beginning.

We work with our clients and teams to identify synergies between architecture, engineering, and landscape that will reduce costs, minimize environmental impacts, and improve long-term performance and environmental quality.

We perform sustainability initiatives pertaining to National Green Building Standards and Enterprise Green Communities, and we are currently exploring Passive House design within our residential multi-family projects. At the same time, we understand established benchmarking systems sometimes do not directly apply to a project or easily align with a client’s objectives. We believe that success in sustainability results from a tailored approach that acknowledges the client’s priorities and the projects’ constraints and opportunities.

Conversions

Residential projects are a major component of BBB’s practice. BBB has particularly distinguished itself in urban housing, historic preservation, and adaptive reuse, with projects ranging from historic buildings purposed into new housing, to condominium and cooperative conversions, to additions on top of or adjacent to historic structures, to the construction of new buildings in landmark historic districts. Each design responds to its unique conditions and criteria, including the owner’s program, existing architecture, urban context, construction challenges, housing market, project financing, and phasing.

BBB was at the forefront of the early 2000s trend of converting commercial office buildings to residential use, when the firm played a key role in the residential transformation of Brooklyn’s Dumbo neighborhood. We have converted nearly every building type to housing: office, industrial, hotel, and retail buildings, even education campuses. This portfolio demonstrates a consistent vision, a depth of expertise, an attention to design elegance and efficiency, and an innovative approach to combining contemporary architecture with existing buildings of historic character.

Our extensive experience producing residential unit layouts in both new construction and adaptive reuse projects enables us to creatively and pragmatically address the specific challenges of each historic building—from exterior facade restoration, to the technical aspects of coordinating new building systems, to the careful integration of significant new additions—while delivering a product that is both specific to the marketplace and flexible enough to shift with it.

**Residential Design [Last Update: [2019/01 62-64 3rd Avenue]**  
Beyer Blinder Belle has 50 years of experience in residential design services: from affordable housing in the Bronx at our firm’s inception to, recently, cutting-edge luxury residences throughout New York City, Washington DC and beyond. The firm’s origins are rooted in residential design. Our residential projects range from rehabilitation and adaptive reuse of historic buildings, to building additions on top of or adjacent to existing structures, to ground-up new construction. Every building is unique and each floor plan and layout must creatively and pragmatically address a site’s specific challenges. Our residential portfolio demonstrates vision, expertise, and flexibility in the service of both elegant contemporary design and preservation of architectural heritage. Our close working relationships with some of the largest residential developers have honed our skills in matching architectural design with marketing objectives and financial aspirations.

**Residential Design, Planning [2022/07/15 528 Main Street New Rochelle\_ONY33.88]**

BBB prides itself on the hands-on engagement of our 12 partners, whose shared mission honors the dynamic interaction of past and present within the urban built environment and promotes creative contemporary design. Our partners, pictured on this spread, and many of them speaking in their own voices in the video link below, have fostered a culture of and commitment to creative and technical excellence.

BBB is committed to achieving equity, enhancing diversity, and recruiting from a wide range of personal and professional backgrounds. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. We have developed initiatives to support and sustain diversity within BBB, as well as the larger goal of increased diversity across the industry.

At right, we highlight two of our Studio A partners, Carlos Cardoso and Richard Metsky, who will be actively involved in this project. Carlos will serve as the Partner-in-Charge for the project, while Richard will serve as the Design Partner.

Carlos and Richard will be supported by the expertise of the full partnership and diverse resources of the firm. It is the collaboration among BBB's leadership that fosters our successes on complex and multi-faceted projects.

**Residential and Mixed-Use Design [2019/07/24 18 India Street] (variation of above + added mixed-use paragraph) also in [2020, 5/28 Mayflower Mtn Resort Pioche Village PNY31.98] and [2020, 3/2 Mayflower Mtn Hotel & Condo PNY31.77] and [2020, 2/14 Park Tower Group PNY31.67] and [2020, 2/7 Parx Hotel Casino PNY31.58]**  
BBB has 50 years of experience in residential design services ranging from affordable housing in the Bronx at our firm’s inception and ongoing to the conversion of historic buildings to contemporary residential use for developer clients, and most recently, forward-looking residential developments with of-the-moment amenities. Our residential portfolio demonstrates vision, expertise, and flexibility in the service of elegant contemporary design. Every building is unique and each floor plan and layout must creatively and pragmatically address a site’s specific challenges. Our close working relationships with some of the city’s largest developers has honed our skills in marrying architectural design with marketing objectives and financial aspirations.

BBB has a proven track record in working with developers, public/private partnerships, and municipalities in creating dynamic mixed-use destinations in New York City. Success in these mixed-use districts has been due to the combination of visionary planning and practical, flexible design solutions that can be phased over time.

**Residential and Mixed-Use Projects [2019/07/24\_18 India Street] also used in [2020, 3/2 Mayflower Mtn Hotel & Condo PNY31.77] and [2020, 2/7 Parx Hotel Casino PNY31.58]**  
To achieve maximum success on urban sites that are vacant or underutilized, bold and creative thinking is needed. BBB has a proven track record working with developers, public/private partnerships, and municipalities in creating dynamic mixed-use destinations in New York City, Washington, DC, and other cities nationwide.

Success in mixed-use districts has been due to the combination of visionary planning and practical, flexible design solutions that can be phased over time. Listed on the facing page and pictured below and left are some examples of our work on large, mixed-use, and residential sites. The projects identified in red—and depicted in more detail on the following pages—have particular relevance to your project.

Underlying all of these projects is an emphasis on utilizing all available assets and meeting challenges head-on. Factors such as history, environmental conditions, user demographics,

urban fabric, landmarks, and collective heritage all enrich our design work and give it authenticity and relevance.

**Affordable Housing [2019/07/24 18 India Street] also in [2020, 2/14 Park Tower Group PNY31.67]**  
Over five decades, BBB has worked for many affordable housing projects: entire affordable housing buildings (e.g. Essex Crossing, Site 8); affordable units integrated into market-rate projects (e.g. 70 Charlton Street; Essex Crossing, The Rollins; 500/524 East 14th Street); as well as master plans to revitalize entire neighborhoods with new affordable housing stock to replace old ones (e.g. Flatbush Gardens and Parkchester Mixed-Use Complex). We integrate affordable housing into virtually every new/mixed-use project we work on and have customized design approaches that are unique to each site. Our approach helps create affordable housing as communities that tie back to their neighborhoods and in turn revitalize and activate surrounding areas.

**Reputation and Goodwill [11/4/2015\_LC David Geffen Hall]**

Founded in 1968, Beyer Blinder Belle’s nearly half a century of practice, working on many of the most iconic buildings in New York City, has helped us establish solid relationships with the leadership and staff of city agencies, departments and public advocacy groups. This goodwill is based on many years of advocating thoughtfully and successfully for our clients. We are sought out after for this access and the respect granted BBB for our past work. We hold this position with the utmost responsibility, and are very deliberate in the projects we take on, to assure that our firm’s principles and out client’s goals are fully aligned.  
 **Stewards of American Landmarks**  
BBB is widely known for expertise in historic rehabilitation and revitalization of national treasures such as the Ellis Island Museum of Immigration, Empire State Building, Grand Central Terminal, and the US Capitol. For these and other national icons, BBB designed visionary yet achievable adaptive reuse and rehabilitation projects. We have worked collaboratively with our clients to create sensitive, customized programs and inspired spaces that simultaneously maximize the utility of the existing buildings and address new uses and visions.  
  
When approaching new design in historic settings, comprehensive understanding of the history and context of a place is essential. The collaborative nature of BBB’s integrated staff of architects, architectural historians, and preservation specialists allows us to combine historical research with on-site analysis to understand and interpret the history, the significance, and existing conditions of historic properties in order to develop project-specific approaches to preservation and new design interventions. The result is design that is never considered in isolation but takes inspiration from its surroundings and takes into account its geographical, architectural, and cultural context.

**Programming [Last Update: 7/17/2015\_Public Theater\_CG]**

BBB has decades of experience translating institutions’ missions into space needs. We understand that good planning and design starts with good programming, and that the client-architect relationship can uncover potential opportunities. As architects, BBB’s approach to a building starts with an understanding of the planning fundamentals that support the project; as planners our approach incorporates an architectural sensibility. It is this combined approach that also informs the recommendations we make for strategic construction, renovation, and demolition that shape an institution.

Gathering programming information utilizes methods that can range from one-on-one or small group interviews with key administrators and department heads, to larger “visioning” workshops in order to better understand the culture of the institution. Once data is gathered, it will be important to vet the “blue sky” vision in order to develop priorities.

We have found that asking the right questions is as important as recording the answers — in order to understand the client’s vision as well as the program to successfully fulfill both the physical and human requirements of the project. We evaluate information impartially without preconceived solutions, and we encourage transparency in the sharing of information. In addition to being good listeners, we are good communicators. We assure that diverse opinions and options have been investigated impartially and clearly presented in order to gain the consensus and approval necessary to move the project forward.

**Public Projects**

**Approach to the Challenge of Public Architecture-Engineering and Related Issues [2020, 3/24 GSA Northeast IDIQ PNY30.95]**

Our approach to civic architecture is underpinned by a foundation of collaboration, communication, and public consultation, which are paramount when entrusted with the design of public architecture. We take very seriously the responsibility that accompanies civic work and the accountability for good design that is neither superfluous or self-aggrandizing. Design decisions should always be driven by public stewardship and principles of sustainability.

Developed through work on numerous GSA Design Excellence projects and work for municipal courthouses nationwide, our approach incorporates applicable design standards and guidelines, including:

* GSA Facilities Standards for the Public Buildings Service
* PBS P-100 (2018)
* US Attorney Facilities Standards (June 2014)
* US Marshals Service Design Standards

Department of Justice and US Marshals Service Program of Requirements

Civic architecture demands more from us as designers than private commissions. It inherently has symbolic expression and represents the shared cultural and artistic values of the public.

**Design for Major Public Facilities [2020, 3/24 GSA Northeast IDIQ PNY30.95]**

Our approach with every public project begins by understanding the client and owner’s criteria for success. We first determine and map the building’s significant features and spaces, then engage all disciplines to discuss critical elements that will drive the project’s success, such as the need for phased renovation with partial building occupancy; robust systems that are maintainable without disturbing building occupants; sustainable design that minimizes the facility’s energy footprint; acoustical performance; occupant security; flexibility to meet future programmatic needs; and, of course, project

cost minimization.

With this information in hand, we apply our most creative and talented staff to determine system configuration options that support modern high-performance system initiatives while mitigating impact on existing structure and historic fabric. We foster design team collaboration to express these ideas, along with associated benefits and disadvantages. We gain feedback related to the impact of each concept, and refine the most promising concepts for further evaluation

and development.

**Telescoping between Scales**  
We see planning and design for the [\*\*\*\*\*\*\*] occurring on at least three levels of scale:  
  
•The building’s context in its Central Park and Upper East Side surroundings  
•The Museum as a whole with its 21-building campus, and  
• The galleries, rooms, support spaces, and individual projects  
  
Telescoping between scales requires drilling down to the details and stepping back to see the big picture. It enriches the quality of the planning process and engages our skills in both large-scale planning and up-close architectural design, all within the boundaries of a large, highly complex existing building. This process will help the Met in the implementation of those projects already planned and scheduled for construction that cannot wait for a completed Feasibility Study.

**Selecting Structural and MEP Systems [2020, 5/28 Mayflower Mtn Resort Pioche Village PNY31.98] also in [2020, 3/2 Mayflower Mtn Hotel & Condo PNY31.77] and [2020, 2/7 Parx Hotel Casino PNY31.58]**

Our culture at BBB over the last decade has been to understand the construction methodologies, means and methods, site logistics, and granular details pertaining to the construction of our projects. This mindset has allowed us to effectively execute our design properly, with a deep understanding of how to do so in a cost-effective manner. It has also provided us with a wealth of information regarding how buildings work from an MEP perspective and how they are erected efficiently in a timely manner. In most of our projects, selecting the structural and MEP systems begins with understanding the goals our clients are trying to achieve. Many factors come into play in providing our clients with the proper options. Selection of systems (structural or MEP) needs to be rooted in understanding how each option affects the entire project, not just the particular discipline or trade. BBB works closely with vendors, subcontractors, and construction managers in trying to understand the overall impact of each option, as a sum of all the parts. While a system may appear to be expensive as a singular piece of equipment, it can possibly be installed faster, provide less maintenance, and have a greater life span, thereby proving to be more cost effective. Our goal in assisting the client with system selections is to gather the information from all parties and provide accurate data for each option. Our clients are able to make educated decisions based on all of the data, rather than the design impact for one particular discipline.

**Security Clearance (DC) [Updated 12/7/14]**

BBB’s New York and Washington DC offices have had a Secret Level Facility Clearance since 2012. The Washington DC office, which has safeguarding capabilities, employs twelve staff members with a Secret Level Clearance, including all Partners and Associate Partners, amounting to one third of the total staff. For the last two years, the firm has been engaged in planning and designing Department of State projects worldwide with the Bureau of Overseas Building Operations (OBO).

Site Planning and Resiliency [2019/7/24 18 India Street] also in [2020, 5/28 Mayflower Mtn Resort Pioche Village PNY31.98] and [2020, 3/2 Mayflower Mtn Hotel & Condo] and [2020, 2/14 Park Tower Group PNY31.67] and [2020, 2/7 Parx Hotel Casino PNY31.58]  
Site planning allows us to test a range of development alternatives for a project site or area with a greater level of specificity than building massing alone. In conjunction with real estate and urban design analysis it can be used to confirm the viability and constructability of a specific mix of uses on an intended site. BBB has extensive experience preparing conceptual site layouts based on local development codes, building design requirements, urban design guidelines, and planning objectives.  
  
Careful site planning ensures that a specific development proposal integrates seamlessly with its surroundings at the same time that it meets development planning goals. The details of site layout are critical to creating a legible relationship between a site and its surrounding context. In addition to context and connectivity, sustainability and resilience are fundamental aspects of how we approach site planning. BBB is currently engaged in a number of large-scale projects for which sustainable site design and building resilience are guiding principles, particularly with regard to natural resource consumption, on-site stormwater management, and climate resiliency—one of the leading sustainable design issues at the urban scale.

**Stat pulled from Greenpoint Landing project sheet (for future integration into sustainability and/or waterfront resiliency blurb) [2019, 7/24, 18 India Street]**

In Fall 2017, the Waterfront Alliance certified this first phase of Greenpoint Landing into its award-winning Waterfront Edge Design Guidelines (WEDG) program for excellence in waterfront design and resiliency.

**Spaces for Gathering [2021, 6/18 PEA Academy Building PNY32.91]**

Spaces that foster interaction and an exchange of ideas provide an authentic sense of place. We have had the opportunity to reinvigorate buildings and campuses with inviting, stimulating, and engaging facilities—including auditoria, halls, and theaters. The most successful spaces are reflective of the spirit and vitality of community; are particular to their site and context; and actively encourage, enhance, and celebrate group interaction at a range of scales.

**Spaces for Learning [2021, 6/18 PEA Academy Building PNY32.91]**

The Harkness table, a beloved symbol of inclusive and egalitarian learning, is a built reflection of a creative mode of teaching. From our experience, we know that academic environments should be able to adapt to changes in pedagogy and technology. Our programming and design work has yielded a landscape of spaces that accommodates many needs—from individual study to group work in a variety of settings, both informal and formal.

**Space Needs and Programming**  
Typically our early investigative work is paired with an intensive programming and planning phase to reveal the design concept that will satisfy both program goals and meet space requirements. We are prepared to work with your program and, in consultation with you, tailor the extent of our programming effort to the required need.  
  
Our commitment to collaborating with you to achieve the best possible project is paramount. At no time is this more important than during the early programming phase. It is at this phase, through interviews and analysis that we come to understand our client’s quantitative and qualitative expectations for the project.

Program development requires sensitivity and subtlety to successfully fulfill both the functional and aesthetic requirements of a project. The nuances of how visitors, guests, staff, and administrators will occupy the space is translated to physical requirements, not only through tabulations of square footage, but also through realizing how light, sound, temperature, transparencies, and adjacencies will influence users’ experience.

**Space Need Assessment & Programming [2020, 7/23 Cleveland State University MP, PNY32.12]**  
Drawing from our experience and expertise in historic preservation and adaptive reuse for higher education enables our team to seamlessly integrate space needs assessments and programming into our master planning efforts. Our experience with buildings that span many eras helps us understand and address the diversity of issues that are inevitably part of a campus’s physical facilities. We have developed interview processes and metrics that enable us to prepare, organize, and summarize space assessments such that they are a useful tool for master planning and the architectural design phases that follow. *[the following sentence added to this blurb for* ***NC State University MP*** *2020, 11/12 PNY32.38]* We analyze the campus information and data provided by the institution, conduct in-depth analysis of the raw data and existing conditions, and translate into visualizations that illustrate the issues and opportunities.

**Space Planning [2020, 1/21 Comp Sci High PNY31.57]**

Once the new home for Comp Sci High is selected, we will establish detailed space planning layouts based on the program and predetermined standards. We establish criteria for life-safety, engineering, technology, acoustics, special programs, adjacencies, student seating and study configurations, use of light and air, and engagement of groups. Using this information we create layouts promoting the inspirational needs of the teaching and learning facilities.

**Student Housing [Last Updated: 07/24/2018 Ciszek Hall]**

From our extensive higher education work, we have developed a specialty in designing student housing as well as student life spaces, dining halls, instructional facilities, and other common spaces. This requires a mix of spatial planning to encourage group interaction at a range of scales and enticing social opportunities within the residential setting to draw students out of their rooms. Successful planning and design can actively encourage, enhance, and celebrate this interaction and conviviality.

**Sustainability [10 West 17th Street, 1/18/2023, ONY34.60]**

BBB's practice is rooted in sustainability, stemming from the firm's core focus on context, urban fabric, and the responsible curation of our built environment.

We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our design process and, more importantly, into our design ethos.

From new construction to historic preservation and urban design to campus planning, we pursue a common-sense approach that introduces a high level of sustainable thinking, specialty consultant coordination, and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project.

A significant number of our projects are LEED certified. BBB’s development at 21 west 20th street is the world’s first residential project to be certified under the well building standard (WELL), which focuses on enhancing occupants’ health and well-being through the built environment.

Based on our experience, sometimes established benchmarking systems do not directly apply to a project or are not easily aligned with a client’s objectives. We believe that success in sustainability relies on a tailored, project-specific approach that acknowledges the client’s priorities and the constraints and opportunities presented by the project. This may include expanding the definition of sustainability to incorporate broader concepts such as financial stewardship, resilience, and flexibility, while simultaneously focusing on the aspects of a project that could bring the greatest reward in terms of energy use or carbon emissions reduction.

**Sustainability Statement [Northeastern Prequal, 4/16.2021, PNY32.80]**

With a core foundation in the historic preservation movement in the United States, BBB believes that the restoration and reuse of existing structures before building new is a fundamentally sustainable approach to managing the built environment. Caring for historic building fabric while achieving user comfort and environmental sustainability targets is a challenge and opportunity we have faced on many of our projects. On projects involving new construction, we also have a proven track record of achieving clients’ sustainability goals. [This paragraph also used in 2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]

From our experience, sometimes established benchmarking systems do not apply directly, and, while not in conflict with the owner’s objectives, are not easily aligned with them. [sentence in blue added for 2020, 12/16 PEA Wetherell Complex Renovation PNY32.47] We believe that success in sustainability relies on a tailored, project-specific approach that acknowledges the owner’s priorities and the constraints and opportunities presented by the project. This may include expanding the definition of sustainability to incorporate broader concepts such as financial stewardship, resilience, and flexibility, while simultaneously focusing on the aspects of this project that could bring the greatest reward in terms of energy use or carbon emissions reduction.

An important first step is establishing consensus regarding sustainability goals and vision for each project in close collaboration with Northeastern. Whether this aligns directly with an established benchmarking system such as LEED certification, or requires a more bespoke approach that draws on applicable targets from one or more systems, we can employ tools such as benchmarking, energy modeling, and life cycle cost analysis to track the performance of the design as it progresses and make informed choices about systems, technologies, materials, and equipment to be employed on the project.

We will help Northeastern weigh the benefits of these many choices and make well-vetted decisions to match your goals for both a sustainable building and a responsible use of institutional resources.

**Sustainable Design Expertise [segments added for 2020, 12/16 PEA Wetherell Complex Renovation PNY32.47]**

The nature of the building type can present both opportunities and challenges.

For a new dining facility, there may be an opportunity to use energy efficient

and/or all-electric kitchen equipment in order to reduce the energy use intensity

(EUI) compared to conventional equipment. Sustainable food sourcing and waste

management programs can also minimize carbon emissions. For residential

buildings, however, we have found it challenging to meet LEED ventilation

prerequisites when the scope does not include extensive interior demolition to

accommodate the required ductwork, or when a comprehensive sensor system

may not be compatible with building operations, occupant experience, or project

costs. We faced this challenge on a recent dormitory project, where we focused

our attention on indoor air quality through the rigorous selection of healthy

building materials, finishes, and furnishings, following a benchmark that was

mutually defined by the owner and the A/E team.

Certainly, the option to connect the buildings’ HVAC systems to the campus

steam network or to a new geothermal well field in the Ford Quad will have a

bearing on the project’s path to achieve the Academy’s overall sustainability goals.

Together with BR+A and Atelier Ten, with whom we have worked on numerous

projects, we will help the Academy to weigh the benefits of these many choices,

and to make well-vetted decisions to match your goals for both a sustainable

building and a responsible use of institutional resources.

**Sustainability [Last Updated: 2020/5/1 Centennial Yards RFP]**  
BBB's design philosophy expresses our evolving 50+-year practice: that architecture should be approached within an urban and contextual framework. Each decade has brought with it adjustments to our fundamental planning and design philosophy in response to the needs of cities and communities within a changing social, political, economic, and cultural climate.

Woven into our philosophy is the desire to create structures that are net producers of energy and resources, rather than consumers of resources and generators of pollution. We incorporate innovative energy-saving systems and renewable or recycled building materials into new buildings. This provides a balance between energy consumed and energy used, as well as incorporates materials and methods of construction that cause the least impact on our environment and natural resources.

BBB is committed to the US Green Building Council's LEED program, with many of our projects achieving exemplary LEED certifications. Additionally, more than 75% of our architects are LEED-accredited professionals. Our sustainability experience includes other industry-wide green and sustainability initiatives including the WELL Building Standard, Passive House, Green Communities Programs, as well as firm-wide participation in the American Institute of Architects (AIA) 2030 Commitment.

**Sustainable Design [10/21/2022\_CONFID\_NOBU Hotel\_PNY34.38; Last Updated: 2019/7/24 18 India Street] also in [2020, 5/28 Mayflower Mtn Resort Pioche Village PNY31.98] and [2020, 3/2 Mayflower Mtn Hotel & Condo] and [2020, 2/14 Park Tower Group PNY31.67] and [2020, 2/7 Parx Hotel Casino PNY31.58]**  
Respect for resources, both material and cultural, is profoundly interwoven into BBB's culture. From historic preservation to new construction, urban design to master planning, we pursue a common-sense approach that introduces a high level of sustainable thinking, specialty consultant coordination, and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project. A growing number of our projects are in the LEED certification process or have been LEED-certified. BBB’s development at 21 West 20th Street is the world’s first residential project to be certified under the WELL Building Standard (WELL), which focuses on enhancing occupants’ health and well-being through the built environment.

**Sustainable Design**

BBB’s practice was founded on the principle that sustainable design starts with conservation. There

is a strong link between a reduced carbon footprint, the conservation of buildings, and the existing

urban infrastructure. Sustainability is integral to our practice, as demonstrated by the numerous restoration and rehabilitation projects that we have completed or are designing to achieve LEED certification. Of course sustainability is more than conservation. It encompasses all aspects of the design, construction, and operations of a building—factors integral to our philosophy and approach.

**Sustainable Design [2017, 06/08 Solar 2 Project for Gilbane / NYCEDC]**

Often on projects one sees efforts towards sustainable measures working along paths parallel to the overall design. BBB approaches sustainable design as integral to the design process. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new,

irreplaceable ones. This philosophy provides sound principles of sustainable design throughout the firm’s diverse practice. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our specifications, and more importantly, into our design ethos.

BBB often works with organizations who view sustainability as a consequence of good institutional design, and not as a stand-alone objective. At Harvard University, for example, where we are completing the renovation of Winthrop House, one of the nine iconic residence halls on the Charles River, we have

been working closely with multiple institutional stakeholder groups to develop sustainability objectives that have a direct impact on everyday life in the residential houses as well as a long-term impact on the resiliency of Harvard’s River District. We believe that this approach of telescoping scales—from the

thermal comfort of a student in her dormitory room to the impact of stormwater runoff on the Charles River reservation—is a necessary (and fascinating) path to achieving sustainability goals on a project.

BBB is committed to the US Green Building Council’s LEED program, with many of our projects achieving exemplary LEED certifications including numerous LEED Gold projects and two recent LEED Platinum projects, one at MIT and one at the Brooklyn Navy Yard. Additionally, more than 75% of the architects at BBB are LEED accredited professionals.

BBB is also actively investigating and abreast of other industry-wide green and sustainability initiatives including:

• firm wide participation in the American Institute of Architect’s (AIA) 2030 Commitment, a vision that calls for all new buildings, developments, and major renovations to be carbon-neutral by 2030;

• WELL Building Standard, a tool - supported by research-backed strategies -for advancing health and well-being in buildings and communities;

• Passive House, a voluntary international building standard developed by the Passive House Institute (PHI) in Germany composed of performance requirements for both new building construction and renovation.

**Foundations in Sustainability [Last Updated: 07/20/2018 Penn Quad]**

BBB is dedicated to helping to achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. This philosophy provides sound principles of sustainable design throughout the firm’s diverse practice, which began with the belief that architecture thrives on the dynamic interaction of past, present, and future. We have helped to preserve and give new life to many venerable institutions, assisting them in the stewardship of their physical and cultural assets.

We consistently work with our clients and collaborate with our consultants to find new and innovative ways to make projects more energy-efficient and to reduce their impact on the natural environment. We address the specific challenge of adapting historic structures to meet high-performance building requirements through creative and exacting analysis of building envelope performance and have successfully achieved LEED Platinum certification within the constraints of existing building reuse. We have incorporated smart building practices into our specifications, and, more importantly, into our design ethos.

**Sustainable Design [Last Update: 7/6/2015\_Yale Schwarzman; also 2016, 07/18 Toledo Museum]**

BBB has helped to preserve and give new life to many venerable institutions, assisting them in the stewardship of their physical and cultural assets. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. This philosophy provides sound principles of sustainable design throughout the firm’s diverse practice. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our specifications, and more importantly, into our design ethos.

**Sustainable Design [2020, 10/07 Somerville MP PNY32.29] revisions in blue added for [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Projects PNY32.19]**

Sustainable design and resiliency are critical issues of our time. [BBB has a history of sustainable practice, stemming from the firm’s great experience reusing, enhancing, and extending the life of existing buildings and our core focus on...] BBB’s practice is rooted in sustainability stemming from the firm’s core focus on context, urban fabric, and the responsible curation of our built environment. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our design process and, more importantly, into our design ethos. Together with our core consultants who are committed to sustainability, we bring the right expertise to meet Somerville’s admirably high aspirations for the built environment. The majority of our staff are LEED Accredited Professionals, and are well-versed in Passive House design. BBB has also signed onto the US Architects Declare initiative.  
  
  
**Sustainable Design [Expert Professional Architectural "Full Service Design: Services "Call-in" 2011\_PANYNJ]**  
Respect for resources, both material and cultural, is profoundly interwoven into BBB's culture. From historic preservation to new construction, urban design to master planning, we pursue a common-sense approach that introduces a high level of sustainable thinking, specialty consultant coordination, and client involvement from the beginning of each project. Through this process, we work to identify synergies between interdependent architectural, engineering, and landscape systems that will reduce costs, minimize environmental impacts, and improve the long-term performance and environmental quality of the project. A growing number of our projects are in the LEED certification process or have been LEED-certified, and 76 percent of our technical staff are LEED-accredited professionals.  
  
**Sustainable Design [2014\_NYC DDC HP Term]**  
Over 75% of the architects at BBB are LEED accredited professionals. We have incorporated smart building practices into our specifications, and more importantly into our design ethos. Indeed, historic preservation, which comprises much of our practice, is by its very nature the recycling of existing building stock. We have marshalled the LEED certification process for many of our recent public projects, including New York City Hall, Cooper Hewitt Smithsonian Design Museum, Brooklyn Navy Yard Building 92, and the Thurgood Marshall Federal Courthouse.

**SUSTAINABLE FOUNDATIONS & RESPECT FOR HISTORY [2017\_DC\_Planning Services for Blacksburg, VA]**

BBB’s practice was founded on the principle that sustainable design starts with conservation. There is a strong link between a reduced carbon footprint, conservation of buildings, and the existing urban infrastructure. Sustainability is integral to our practice, as demonstrated by the numerous award-winning restoration and rehabilitation projects. We have developed a reputation for excellence in planning, rehabilitation, restoration, adaptive reuse, and the sensitive design of new buildings in historic settings from World Heritage Sites and National Register Historic Districts to neighborhood landmarks and local historic districts. Our firm’s design philosophy is defined by a deep respect for the cultural significance of buildings and sites, and a commitment to creating contemporary architecture that is contextually appropriate within the vernacular environment and history of the place. Of course, sustainability is more than conservation. It encompasses all aspects of planning, design, construction, and operations of a building or site — factors integral to our philosophy and approach.

**Sustainability [03/30/2018 Art Students League]**

Sustainability is integral to our practice, as demonstrated by the numerous award-winning restoration and rehabilitation projects that we have completed or are designing to achieve LEED certification. We believe that sustainable design starts with conservation. There is a strong link between a reduced carbon footprint, conservation of buildings, and the existing urban infrastructure. Of course, sustainability is more than conservation. It encompasses all aspects of the design, construction, and operations of a building—factors integral to our philosophy and approach. Our silver and gold certified projects include Denis University Bryant Arts Center, New York City Hall Renovation, BBB’s office renovation, and Lehigh University Williams Hall, among others.

**Sustainability & Resiliency [Last Updated: 04/09/2018 NYC DDC Snug Harbor]**

BBB approaches sustainable design as integral to the design process. We are dedicated to helping achieve a society that values the redeployment of existing resources before expending new, irreplaceable ones. This philosophy provides sound principles of sustainable design throughout the firm’s diverse practice. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our specifications and, more importantly, into our design ethos. As a firm, we have also developed many LEED-certified projects and have experience with other internationally accredited sustainability certification systems.

Planning for sustainable and resilient areas is critical within a future of climate change and urbanization. As urban designers, we consider not only the architecture of buildings and public spaces, but also the infrastructure services that support these places. We lead and facilitate technical terms to integrate sustainability and infrastructure planning within large-scale projects, recognizing that the future of cities is contingent on the integration of all systems into a resilient design. For example, in New York City we developed regional resiliency plans for vulnerable oceanfront communities in response to the challenges presented by climate change and significant events including Superstorm Sandy. These projects required the design of physical infrastructure combined with social, economic, and ecological improvements within each community. Our plans have also transformed environmental practices for large urban and campus sites in areas including site water management, mobility and access, and conservation of existing structures and resources.

**Design for Sustainability [Last Updated: 2/22/2018 Masters School] alternate ending and beginning in blue used in 2020, 9/16 DCAMM House Doctor under heading “High Performance Design”]**

Often on projects one sees efforts towards sustainable measures working along paths parallel to the overall design. BBB approaches sustainable design as integral to the design process. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our specifications - and, more importantly, into our design ethos.

[(alternate first paragraph used in DCAMM) BBB has a history of sustainable practice, stemming from the firm’s core focus on context, urban fabric, and the built environment. Our strength is in reusing, enhancing, and extending the life of existing buildings, and we have found that both old and new technologies can drive environmentally responsible design. We consistently work with our clients to find new and innovative ways to make projects more energy efficient and to reduce their impact on the natural environment. We have incorporated smart building practices into our specifications, and more importantly, into our design ethos.]

BBB often works with organizations who view sustainability as a consequence of good institutional design, and not as a stand-alone objective. At Harvard University, where we have completed the renovation of Winthrop House, one of the nine iconic residence halls on the Charles River, we have worked closely with multiple institutional stakeholder groups to develop sustainability objectives that have a direct impact on everyday life in the residential houses as well as a long-term impact on the resiliency of Harvard’s River District. We believe that this approach of telescoping scales—from the thermal comfort of a student in her dormitory room to the impact of stormwater runoff on the Charles River reservation—is a necessary (and fascinating) path to achieving sustainability goals on a project.

[(alternave ending used in DCAMM) An example of sustainability for mid-century modern architecture is the TWA Hotel, which has its own power plant (the first of its kind), a 9,000 SF cogeneration plant that uses natural gas as its only input. The system is 74% more efficient than the building’s existing 1960s technology, 29% more efficient than traditional grid energy, and 8% more efficient than traditional grid cogeneration.

BBB is committed to the US Green Building Council’s LEED program, with many of our projects achieving exemplary LEED certifications, including numerous LEED Gold projects and three LEED Platinum projects: Massachusetts Institute of Technology, Morris and Sophie Chang Building, Brooklyn Navy Yard’s BLDG92, and Central Place’s commercial and residential towers in Rosslyn, VA.

In 2016, BBB signed the AIA 2030 Commitment for the purpose of implementing operational action items, reporting yearly on the projected Energy Use Intensity of our building projects, and developing a firm-wide Sustainability Action Plan. This commitment was coupled with BBB’s robust continuing education program, focused on educating firm members about sustainable strategies and products, and exchanging ideas and concepts. BBB’s Strategic Sustainability Plan launched in 2018 with firm-wide initiatives for both operations and practice.]

At The Masters School, we imagine that our strategies for sustainability will be an extension of the goals framed during the 2016-2017 master planning process, and that the Phase 1 building renovation and expansion projects will be a testing ground for that framework. Our design process will build upon Master Plan concepts, exploring sustainable design strategies that enhance occupant physical and mental well-being, engage the landscape, and promote environmental and cultural stewardship.

**Sustainability Considerations for Building Materials / FF&E [2021/8/30 prepared for ENR but not used]**

In discussing a potential project with a higher education institution in early 2021, the client noted upfront that they expected “finishes to be durable, environmentally sound, economical and of the highest quality possible for the budget.”

Carbon footprint estimating during the design process can be simplified, to some extent, by thinking about how far a project’s FF&E and building materials will be traveling. Items manufactured and sourced from within the site’s local region will inherently involve fewer emissions than those that come from further away.

For clients such as The New York Public Library, whose buildings are heavily used by the public, we know that every material must stand the test of durability without compromising the environment, while also providing aesthetic timelessness.

BBB has worked with Harvard University to ensure the highest standards of healthy materials selection across multiple capital projects. Despite the fact that these projects have primarily focused on revitalized residential and academic facilities, the Healthier Hospitals Initiative (HHI) is often the project team’s baseline for decisions. For example, we avoid the specification of fabrics with stain-resistant treatments with highly fluorinated chemicals, and we are careful when selecting paints and sealants because of the human health risks of certain solvents.

The leading wellness-focused FF&E providers tend to be focused on medical clients and hospital settings. The look and feel of their products can be a little uninviting or incompatible with a non-medical setting, which leaves a big gap in the market.

**Sustainability Considerations related to Occupant Behavior [2021/8/30 prepared for ENR but not used]**

We are interested in minimizing the negative climate impacts of our design choices, including our specification and sourcing decisions, but we are also interested in empowering positive behavior. By proactively making space for dish storage and bottle filling stations, we help reduce the use of single-use water bottles, cutlery, and more by occupants.

Across the board, and particularly for projects with a tight budget, the best sustainability strategy is to decrease occupants’ demand for resources. Set up the building’s future users to require less water, less energy, and less frequent cleaning.

**Sustainability Considerations related to Developer/Builder/Owner Behavior [2021/8/30 prepared for ENR but not used]**

A central tenet of BBB’s mission is to encourage society’s redeployment of existing resources before expending new, irreplaceable ones. We strongly support legislative developments that further align building preservation and environmental sustainability, both creatively and financially, and we always hope that policymakers will put forth incentive-based policies (rather than punitive ones).

For example, New York City might benefit from an incentive program that values the embodied carbon of existing buildings in a manner similar to our valuation of development rights.

For owners and operators of multiple buildings, there can be opportunities to phase capital projects in coordination with each other, specifically in such a way that the teams can minimize construction waste and reduce their need for additional shipping and storage.

**Define LEED & Sustainability Goals [2020, 1/21 Comp Sci High PNY31.57]**

Sustainability goals are not yet known and may be established by funding partners. BBB has had a 44-year commitment to sustainability and the conservation of cultural, historical, and natural resources. We accommodate these essential requirements through early involvement of all stakeholders to clearly define the sustainable design goals of the project, while ensuring the achievement of those goals through a “whole building” design approach. Our commitment to the advancement of sustainable design is demonstrated by 75% of the firm’s technical staff who are LEED-accredited and by the vigor with which we approach this issue on every project.

**Designing for the Future [2021, 4/6 Barnard College]**

Adaptive reuse is a fundamentally sustainable act and is deeply ingrained in our design ethos. Moreover, choices made during the design of this project can have long-term impacts on the building’s indoor air quality, thermal comfort, connection with nature, energy usage, contributions to the waste stream, and more. Proactively integrating these choices into the project’s dialogue, particularly given Barnard’s NYC Carbon Challenge participation and its goal of carbon neutrality, will be a critical element of success.

Architects have a responsibility to design spaces that offer comfort and delight, and allow for a range of individual preferences and options. Seamless and universal access, as well as built-in flexibility and adaptability, are hallmarks of design longevity and acknowledge that resiliency is more than reactive emergency management. We are committed to creating a Center that is an environmentally responsible, accessible, and resilient hub for well-being that will serve generations to come.

**Student Residences [Last Updated: 06/22/2018 Penn Quad; also used in 12/16/2021 PEA Wetherell Complex Renovation]**

In designing students’ home away from home, BBB embeds itself in the culture of an institution to provide students not only with a fundamental sense of security and safety, but also community. Our assignments almost entirely have involved historic campuses, where the character of the campus is one of the strongest memories held by its students and alumni. Our collaborative process and inquisitive nature ensure that our designs are reflective of a student’s needs, as well as the particular spirit and vitality of each campus community.  
 **Technological Capabilities [6/25/13\_AO US Courts]**  
BBB’s offices operate on the Windows platform and utilize Microsoft Office software including MS Project, MS Word, Excel, and Powerpoint. AutoCAD 2012 and Microstation 2004 serve as the primary CAD software and are augmented with a variety of rendering and other graphics support applications, including Adobe InDesign, Illustrator, Photoshop, FormZ, Sketchup and 3D Max. BBB is also a leader in integrating Building Information Modeling (BIM) into our practice, with technical staff highly capable in Autodesk Revit. (check with IT re: latest editions of software)

**Technical Collaboration [11/4/2015\_LC David Geffen Hall] sentence in blue added in [2020, 2/14 Park Tower Group PNY31.67] and [2020, 2/7 Parx Hotel Casino PNY31.58] also used in [2020, 1/21 Comp Sci High PNY31.57]**

Our ability to utilize technology as a collaborative tool has enhanced our design process, helping our clients achieve their goals efficiently and on schedule. We utilize the latest technologies to facilitate design, team management, and communications. BBB offers its clients Live.BBBArch.com, a proprietary, password-protected web-based site that the entire project team utilizes. It streamlines the sharing of information among user groups including the client, the design team, agencies, and the builder. It allows for the upload of any type of document, including AutoCAD, Revit, BIM, and Microsoft Office software. This is especially useful for the construction phase, and is accessible to users of both office PCs and mobile devices. Not only does it facilitate information dissemination among the project team, it also conforms the construction documents on a daily basis as changes are made to the project. At the end of the project, the entire site’s contents are archived and delivered to the client as a complete record of all submittals and the conformed drawing set.

**Technology (use of) [2020, 9/16 DCAMM House Doctor PNY32.20]**

BBB embraces technology throughout all aspects of our practice—including planning, design, construction phase services, and project management.

The technologies and tools that we employ help us to achieve technical excellence as well as optimal collaboration and communications.

Building Information Modeling (BIM), specifically Autodesk Revit, is the best tool for coordination among multi-disciplinary teams, as it requires and instills a constant awareness of the interrelated extent and impact of each building system. Another way we are at the forefront of design technology is through the utilization of Navisworks to perform clash detection.

BBB uses the newest modes of augmented reality (AR) and virtual reality (VR), animations, and fly-throughs to communicate our project designs to clients, stakeholders, subconsultants, and contractors. Working with BBB’s Director of Design Technology Tim Dumatrait, our teams create immersive experiences using a software called Enscape for real-time renderings.

BBB utilizes mobile VR and QR links to allow users to view design concepts on mobile phones, creating a series of 360° panoramic renderings to guide users through the space. This allows all users to be immersed in the design while having a personal experience.

One recent example is the renovation of the Stavros Niarchos Foundation Library, the flagship circulating library of the New York Public Library, where we used our in-house AR/VR technology to have pre-meetings with steel sub-contractors to validate our constructability approach to a complex rooftop addition to the 100-year- old building in Midtown Manhattan. This type of early planning results in time savings during shop drawings, and installation efficiency with a minimum, if any, “hits” in the field.

**Theaters & Cultural Institutions**  
BBB has extensive experience with cultural and not-for-profit institutions on new design and renovation of theaters including the Apollo Theater, Beacon Theater, New World Stages, and Foxwood Theater. We have also performed specialized theater projects for academic institutions including screening rooms and studios at NYU Tisch School of the Arts, multiple performance spaces at the Manhattan School of Music, the Avram Theater at Stony Brook University and Jeslo Harris Theater at Riverdale Country School, among others. As growing and evolving institutions, these clients have worked with BBB not just on specific projects, but on institutional and facility planning that spans multiple sites and years.  
  
**Theatre and Performance Spaces [2017, 10/18 Trinity Repertory Facilities MP]**

The arts inspire people and lift spirits, making personal connections to other times, places, and cultures while broadening the identity of self and understanding of the world. Media amplifies; keeps us informed and engaged. Designing and renovating performance venues and public spaces for cultural institutions has been a significant and meaningful part of BBB’s portfolio since its inception. We have had many opportunities to work with major clients who contribute to the dynamic performance culture and vitality of New York and other cities, including Apollo Theater, Beacon Theatre, Lincoln Center for the Performing Arts, and the John F. Kennedy Center for the Performing Arts. We have combined our design of performance spaces with our expertise in servicing institutional clients, creating convening spaces that inspire the next great generation of performers.

As growing and evolving institutions, these clients have worked with BBB not just on specific projects, but also on institutional and facility planning that spans multiple sites and years. It is a testament to our dedication to our clients that many of these relationships have continued for more than a decade. We believe that developing mutual trust, communication, and understanding of our clients’ mission is critical to building successful projects together. BBB’s approach balances creating stimulating environments with meeting the high level of acoustic, audio-visual, and other technical criteria that successful performance and cultural spaces require.

**Track Record & Workload [2020, 11/12 NCSU MP PNY32.38]**

Beyer Blinder Belle has a proven track record of successfully completing projects—many of which begin from concept design and are carried through construction completion—without legal or technical problems. Our vast portfolio and number of repeat clients speaks for itself, and client references can attest to our performance and dedication to exceeding client expectations on every project.

BBB matches its staff to workload regularly, using a 6-month projection methodology. Our current staffing projection indicates availability of staff in the months ahead. We anticipate, as always, that our current workload will grow or contract to some degree, and that we will achieve new commissions during this time period. However, our versatile staff is committed to accommodating the needs of our clients, assuring the prompt delivery of work products and sufficient involvement from key staff members throughout the duration of the project.BBB has performed work with various state universities, including University at Buffalo, Stony Brook University (SUNY), University of Maryland Eastern Shore, and Indiana University. We are in the process of becoming licensed in the State of North Carolina, and look forward to future opportunities to work with the state on various projects.  
  
**Track Record [2020, 9/12 NYCDDC Large Firm Requirements Contract, PNY32.15] also in [2020, 9/25 NYCDDC Technical Design Requirements Contract for Small and Medium Projects PNY32.19]**

During the course of our 52 years, Beyer Blinder Belle has completed hundreds of projects in New York City. Our projects include rehabilitations, additions, ground-up construction, and planning for a multitude of city agencies, public entities, not-for-profit organizations and institutions as well as a broad spectrum of developers and private clients. Through this experience we have worked with community boards and diverse stakeholders throughout New York City as well as review groups like New York City’s Landmarks Preservation Commission, where we have successfully shepherded over 30 projects.

We have worked with many of our clients on a repeat basis, sometimes for years or even decades. Our firm is known for the creativity of its design, as well as our robust commitment to collaboration and proactive management, as well as the thoroughness of our construction documentation and hands-on construction phase services. We stand by our clients and embrace the challenge of translating their goals and mission into quality architecture and built environments.

**A Track Record of Working with Other Firms [local architect, design architect, collaboration]**  
BBB has partnered with a number of architectural firms, both as Design Architect and Executive Architect. This varied experience enables us to bring a sophisticated design sensibility as well as a full understanding of the production and management process.  
  
BBB has recently worked successfully with other architectural and interior design firms on projects including The Morgan Library & Museum expansion with Renzo Piano Building Workshop, 100 Eleventh Avenue residential building with Ateliers Jean Nouvel, Lincoln Center Promenade with Diller Scofidio + Renfro, Cooper Hewitt, Smithsonian Design Museum with Gluckman-Mayner Architects, New York Palace Hotel feasibility study with Thierry Despont, and Hilton Times Square with Alexandra Champalimaud. BBB has performed as Design Architect on a variety of projects across the country, including new construction projects at Indiana University and Denison University, and currently at the Union Depot rehabilitation project in St. Paul, MN.

**TRANSFORMATIONS [2022, 10/21\_CONFID\_Nobu Hotel\_PNY34.38; 3/1/2016\_Amherst Residential Commons]**

Over its 54-year history, BBB has been widely recognized as a leader in transforming dysfunctional buildings into energetic contributors to institutions and communities. This process of adaptive reuse has involved reinvention of factories, office buildings, hospitals, academic buildings, and housing to serve contemporary needs.

Equally important as our past experience is the acknowledgement that each project has its own challenges and opportunities, and that each client has a particular mission and unique priorities. These particularities are what make each project exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting.

We are particularly experienced and adept at renovating and transforming early twentieth century buildings like the Oliver Wendell Holmes Library designed by Charles Platt and constructed in 1929. While relatively recent renovations improved the way the building addresses the campus, there is continued pressure to provide the contemporary types of spaces that current students are looking for and to rethink the way that services are provided by librarians. Without an expansion of the library proper, it will take creative thinking to accommodate these new needs within the confines of the existing building, and to reaffirm OWHL’s role as a hub of the academic core of campus.

[ALTERNATIVE\_AMHERST] Equally important as our past experience is the acknowledgment that each project has its own challenges and opportunities, and that each client has a particular mission and unique priorities. The residential halls at Amherst College merge from an architectural and historical legacy that calls for both careful stewardship and improved efficiency. Recent capital projects to modernize and expand many of the dormitories are evidence of the latent potential of existing facilities to deliver superior and diverse space without compromising the physical integrity and scale of the campus.

Drawing residents into communal spaces will require an appreciation of the historic legacy coupled with the creativity to explore options ranging from internal reconfiguration, to discreet additions, to new convening spaces. Transformations of existing buildings do not have to be monumental, although they sometimes are. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure.

BBB’s abilities to transform outmoded facilities into beloved buildings is exemplified on many university campuses. At Lehigh University, a tired and oft-repurposed mining engineering building, overlooked by many and loved by few, was transformed last year into a mixed-use academic and administrative building. A new central gathering space called the Global Commons, created by combining two classrooms into a double-height forum, has entirely transformed the community’s view of Williams Hall/ At Denison University, a 1920s gymnasium was given new life by an addition and a new atrium that brings together eight departments of art which had never had a home together. Careful programming, smart space planning, and design moves both subtle and dramatic are tools we use to give new life to historic buildings, adapting them for this century’s mode of living, learning, and gathering.

[Alternative\_Buildings of 1920s-30s. Last Updated: 1/18/2017 Greenacres Elementary/Scarsdale PS]  
Over its 48-year history, BBB has been widely recognized as a leader in transforming dysfunctional buildings into energetic contributors to institutions and communities. This process of adaptive reuse has involved reinvention of factories, office buildings, hospitals, academic buildings, and housing to serve contemporary needs. Equally important as our past experience is the acknowledgement that each project has its own challenges and opportunities, and that each client has a particular mission and unique priorities. These particularities are what make each project exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting. Our experiences have taught us that new technologies can also be transformative alongside architectural revitalization.

BBB is very familiar with the design approach specific to the structural logic, construction materials, and rehabilitation challenges characteristic of buildings constructed in the 1920s and 1930s. Buildings of this era, like many of the Scarsdale Schools, were often substantially built with robust well-crafted construction and rational, regularized structural and MEP systems design. They typically featured steel reinforced masonry and/or concrete encased steel framing with brick enclosure, and were built with contemporary materials such as brick, limestone, marble, terrazzo, terra cotta, steel, bronze, and cast aluminum.

We have found in our extensive experience that their rational design can make 1920s and 1930s buildings highly adaptable for even the most major rehabilitation use: new vertical construction of rooftop additions. We have encountered and designed creative solutions to a range of challenges particular to buildings of this era. We anticipate similar challenges—as well as creative and cost-effective solutions—if Scarsdale decides to proceed with renovation of the existing Greenacres Elementary School.

On the spread that follows this one, we feature our work at—and lessons learned from—Harvard University’s Winthrop House, a group of residential buildings and student amenity spaces from this same period (with striking physical similarities to the Greenacres School) where BBB is almost two-thirds of the way through a comprehensive renovation as well as a contemporary addition.

**Transformations (excerpt/revision from above) [2020, 9/11 St. Patrick’s Cathedral Maintenance Audit PNY32.22]**

Equally important as our past experience is the acknowledgement that each project has its own challenges and opportunities, and that each client has a particular mission and unique priorities. These particularities are what make each project exciting to us. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

**Transformation by Design [2021, 04/06 Barnard College]**

Barnard Hall is poised to take on new life—and lend new meaning to the campus community—with the creation of the Lefrak Center for Well-Being. Barnard’s creative reuse of its facilities, and its desire to reinvent Barnard Hall yet again to meet current and future needs, aligns with circular economy principles and provides the campus with a tangible sense of legacy.

Working with buildings that are not purpose-built requires imagination and exploration of underutilized space, new connection points, and the creative possibilities for new spaces. Many current physical challenges of Barnard Hall and the Annex are related to accessibility, legibility, and capacity constraints. Critical to reclaiming and creating new space will be finding an appropriate balance between old and new. BBB relishes these challenges and embraces the overarching goal of maximizing transformative results, often exceeding expectations, without exceeding budgets.

**Transformations [2021, 04/06 Barnard College]**

Existing buildings possess immense potential; infusing new life and adapting them for future uses is perhaps the most potent expression of BBB’s design philosophy. Unlocking the hidden possibilities embodied in an existing building or campus excites us. BBB relishes these challenges, as seen in a sampling of our transformations shown on this page.

**Urban Design and Planning [2017, 04/06 NYS ESD]**

BBB has extensive experience with comprehensive planning and design for projects of varying types and scales, including major urban areas, campuses, downtown and community revitalization plans, tourism districts, the restoration of historic districts, waterfront redevelopment, and mixed-use developments, including residential, retail, entertainment, cultural facilities, and office space. Each master plan is developed from the specific parameters of the project and is unique to the site’s physical, social and economic context. Significant concerns such as community development, transportation, economic impact, and market research are carefully examined and addressed whenever pertinent. In planning for urban sites, creating a safe and active pedestrian experience is a key goal. Our holistic approach integrates analysis of the challenges and opportunities in the architecture, program, landscape, and access and circulation. This analysis enables thoughtful and innovative solutions that create walkable, inviting, and active public spaces and connections.]

**Urban Design and Building Planning Expertise [Last Updated: 06/22/2018 Sing Sing Prison Museum]**  
The firm has extensive experience with comprehensive planning assignments on projects of varying types and scales, including the design and planning of major urban areas, downtown community and revitalization plans, the restoration of historic districts, waterfront redevelopment, and mixed-use developments, including residential, retail, entertainment, performing arts, museum and office space.

Our approach to site and building planning is similar to that of campus or city planning: a framework based on an overall concept allows for the evolving implementation of the overall plan. Each master plan is developed from the specific parameters of the project and therefore is unique to the site’s physical, social and economic context. Significant concerns such as community development, offsite

transportation, economic impact, and market research are carefully examined and addressed whenever pertinent.

**Urban Revitalization**  
In revitalizing urban neighborhoods, simply leveraging public and private investment will not be enough to guarantee the long term success of the venture. To achieve maximum success on urban sites that are diminished, deteriorated, blighted or abandoned, bold and creative thinking is needed. BBB has a proven track record in working with public/private partnerships, municipalities, and private developers in reinventing dynamic destinations such as the Atlantic City Tourism District Master Plan for Atlantic City NJ; the Power & Light District of Kansas City, MO; Willets Point, NY; Downtown Fort Lauderdale, FL; and New York City’s famed Coney Island. Success in these mixed-use districts has been due to the combination of visionary planning and practical, flexible design solutions that can be phased over time.  
 **User Outreach**

Outreach is a critical component of the planning and design process at BBB. Users and stakeholders have valuable information about the unique site conditions and programmatic functions of a place. Through face-to-face engagement and careful listening and documentation, the planning team can develop options that speak directly to the priorities and aspirations of the intended users. Interviews, surveys, focus groups, and design charrettes are critical tools that enrich the process and build grassroots support.

We develop multiple ways of communicating options and trade-oﬀs with users and stakeholders at every level. BBB has supported many clients in coordinating outreach methods and has speciﬁcally supported NYCEDC with many successful presentations to owners, tenants, Community Boards, and other public agencies. Direct outreach to the tenants at the Essex Street Public Market was instrumental in developing a very speciﬁc set of requirements for the design of a new market. Most recently BBB is participating in public meetings for the Lower Concourse Planning Initiative in order to assess priorities and educate stakeholders about the infrastructure investment allocation process and timeline.

**Waterfront Development**  
Beyer Blinder Belle has a long history of working in urban areas and on the revitalization of cities and public spaces through planning, urban design, historic preservation and architectural design, on sites both nationally and internationally. While the firm has addressed challenges of cities and urban centers in New York, Ohio, Washington, DC, Massachusetts, Indiana, Illinois, Michigan, Virginia, Kansas – and China and Russia as well, we are particularly privileged to have a long history with Florida, particularly the city of Ft. Lauderdale, for which we have developed a 1970’s-era plan for Downtown Fort Lauderdale, updated years later, the Ft. Lauderdale Consolidated Downtown Master Plan and the New River Master Plan.

**Urban Design Project Drivers [04/22/2020 Hollingsworth Funds PNY31.80\_UD\_Civic\_Planning and Urban Design]**

*Fostering an Authentic Sense of Place*Cities exist in overlapping layers of history, scale, and experience, and are used by a wide range of people. The most successful places express this diversity by mixing new and old, large and small, active and passive in rich patterns of use and expression that foster a dynamic and welcoming environment and promote inclusivity. Our approach begins with understanding local history, environmental conditions, user demographics, urban fabric, landmarks, and collective heritage—all of which enrich our design and planning work, contributing to authenticity, relevance, and the creation of a true sense of place.

*Catalyzing Private Investments for the Greater Good*Successful master plans require visionary planning and practical design solutions that are responsive to the needs of the community while also providing flexibility for future needs and long-term financial viability. We work with clients and communities to envision the future of neighborhoods and cities—and to imagine and plan new mixed-use developments for an equitable and sustainable future. We believe that thoughtful physical planning and coordinated market strategies can catalyze economic development to support the short and long-term livability and diversity of the surrounding communities.

*Realizing Projects with Complex Challenges*BBB is well-known for our expertise in planning, designing, and managing complex projects that pose many types of challenges including coordination of infrastructure and phasing. We have helped our clients successfully realize projects that have, at times, required decades of effort. Our holistic, collaborative, and tailored approach ensures the best outcomes for each project we take on with a combination of forward-thinking urban design, careful research, and thoughtful analysis. We envision and implement people-centered neighborhoods that address some of the biggest challenges facing our cities, including housing affordability, transit connectivity, and economic mobility.

**West Point Experience [4/27/2015\_]**

Working with Jacobs, BBB has provided historic preservation and design services for the Scott Barracks Modernization and the Trophy Point Amphitheater projects at West Point. For Scott Barracks, one of the campus’ historic structures built in 1938, the team developed a comprehensive schematic design study to improve general planning for the company-oriented dorm divisions. For the Trophy Point Amphitheater, BBB provided an existing conditions assessment and concept designs for improvements to the historic amphitheater and its accompanying support, Building 619.

**Workload [06/11/14\_Rutgers Outdoor Spaces\_KH]**  
Beyer Blinder Belle matches its staff to workload regularly, using a 6-month projection methodology. Our current staffing projection indicates availability of staff in the months ahead. We anticipate, as always, that our current workload will grow or contract to some degree, and that we will achieve new commissions during this time period. However, our versatile staff is committed to accommodating the needs of our clients, assuring the prompt delivery of work products and sufficient involvement from key staff members throughout the duration of the project.  
  
**Transportation-Related Experience**

**[2017, 08/25 NYCEDC Broadway Junction]**

BBB has extensive and varied transportation planning and design experience, including for the Port Authority of New York & New Jersey. We have both restored PATH facilities (Hoboken) and designed a new historically referenced kiosk at Grove St., Jersey City, and worked on historic terminals at all three airports: Newark Building 1, TWA at JFK and the Marine Air Terminal at LaGuardia. We have served as an historic architectural consultant to the PANYNJ for the TWA redevelopment project and on a number of projects for the National Park Service, New Jersey Transit, and the MTA.

At Grand Central Terminal, where we have provided historic preservation and planning services for more than 25 years, BBB is working with STV on the MTA Long Island Rail Road East Side Access study, which will provide LIRR passengers direct access to Grand Central Terminal. BBB has been working with New Jersey Transit since 1998 on multiple planning and restoration projects at Hoboken Terminal and Yard, including a Master Plan, Preservation Plan, and an award-winning restoration of the Historic Ferry Terminal Building, which restored ferry service to the building for the first time since 1967. We also recently conducted a transportation and community impact evaluation of multiple alternatives for improving public transit to LaGuardia Airport and worked on an award-winning restoration of St. Paul Union Depot, and redevelopment of the historic Denver Union Station as a 21st-century inter-modal center.

[Alternative List: Grand Central Terminal, New York, NY; Manhattan East Side Access Second Avenue Subway, Transit Alternatives Study, New York, NY; Atlantic Terminal Facilities Master Plan, Brooklyn, NY; Myrtle Avenue Subway Rehabilitation, Brooklyn, NY; MTA West Side Rail Yard Master Plan, New York, NY; Newark Pennsylvania Station, Newark, NJ; Central Railroad of New Jersey Terminal, Liberty State Park, NJ; Union Depot Inter-Modal Transportation Facilities, St. Paul, MN; Hoboken Terminal & Yard Complex Redevelopment, Hoboken, NJ; numerous projects for the Port Authority of NY & NJ at the various greater metropolitan airports and several PATH projects (PATH Station Stage I, Hoboken, NJ; PATH Kiosks at Hoboken and Grove Street; and the PATH Feasibility Study at the Ninth Street Station in Manhattan); as well as work at the major New York City airports on terminals and hangars.

**Transportation Quote from Frank Prial [11/21/14\_AmtrakNEC]**  
*BBB’s renowned revitalization of Grand Central Terminal and other major historic railroad facilities in Hoboken NJ, Newark NJ, and Saint Paul MN, have established the firm’s reputation for sensitive and successful rail station planning, design, and historic preservation.*

**Work With Transit-Related Projects**Over the last decade, BBB has been at the forefront of planning and designing mixed-use, transit-related projects nationwide. These include: Grand Central Terminal, New York, NY, (Master Plan and Main Concourse Improvements, North End Access Improvements, Long Island Rail Road East Side Access, and Employee Facilities); Manhattan East Side Access Second Ave. Subway, Transit Alternatives Study, New York, NY; Atlantic Terminal Facilities Master Plan, Brooklyn, NY; Myrtle Avenue Subway Rehabilitation, Brooklyn, NY; MTA West Side Rail Yard Master Plan, New York, NY; Newark Pennsylvania Station, Newark, NJ; Central Railroad of New Jersey Terminal, Liberty State Park, NJ; Union Depot Inter-modal Transportation Facilities, St. Paul, MN; Hoboken Terminal & Yard Complex Redevelopment, Hoboken, NJ; numerous projects for the Port Authority of NY&NJ at the various greater metropolitan airports and several PATH projects (PATH Stations Design Guidelines, New York/New Jersey, PATH Station Stage I, Hoboken, NJ; PATH Kiosks at Hoboken and Grove Street; and the PATH Feasibility Study at the Ninth Street Station in Manhattan), as well as work at the major New York City airports on terminals and hangars.  
  
**Zoning [Last Updated: 01.17.2017 Asbury Park Development (2016)]**  
Zoning analyses are a fundamental part of our feasibility studies. Beginning with a calculation of a building’s existing area, the full developable area is determined from the lot size and the zoning district F.A.R. A zoning envelope is developed, considering bulk and height restrictions such as yard requirements, streetwalls and setbacks, sky exposure planes, and a full array of alternative zoning tools. Tempered by urban design, historic district, and community concerns, a reasonable set of development options can be generated. We have completed these types of analyses for many clients.

**Our Process** [04/18/17\_Arlington-Memorial-Bridge]

Beyer Blinder Belle’s (BBB) professionals work within a variety of situations to translate that value into tangible results with sustainable long-term value based decisions. The process combines client values and objectives with the technical and emotional aspects of historic buildings creating time enduring solutions. We have worked with historic structures of all types, facilitating rehabilitation, restoration, and preservation across the nation. BBB offers integrated architecture and multidisciplinary evaluations aimed at rehabilitation of character defining interior and exterior features and replacing building systems, addressing accessibility and safety issues, and giving landmarks new meaning for the future.

The baseline knowledge of the existing structure, compiled from review of existing documents and the survey team's efforts, becomes the basis for making informed decisions that reflect the time and cost of the necessary treatments and upgrades. We developed an approach to working within the regulatory and advisory process to consider the approval sequence and their purview. BBB understands that there are physical, technical, and programmatic requirements to be balanced within historically significant structures and their settings. Solutions must be carefully integrated into the character defining features so that they comply with The Secretary of the Interior’s Standards for the Treatment of Historic Properties. The challenge is integrating programmatic change within the context of original fabric while allowing both to succeed on their own terms. Balancing heritage, viability, and sustainability is central to BBB’s practice.

**Quality Control begins with Quality Assurance** [04/18/17\_Arlington-Memorial-Bridge]

The work will begin with the question “What are the root causes of the issues?” Working with all available existing information and our survey assessment, we will come to a full understanding of the physical conditions onsite so that the problems can be addressed in a comprehensive manner. We do not want to treat the symptoms without attending to the sources of the problems as this would constitute a poor use of scarce fiscal resources. Plainly stated our team will assess and gather the existing information, perform a physical survey, and make recommendations to provide solutions to the issues related to the conditions found. It is rarely the case that there is one solution to a condition. More often there are a range of solutions to be considered based on the durability, maintainability, and budget needs for a project. Each building has varied conditions and solutions to evaluate. Throughout the design and construction process, design excellence is maintained through open communication with established stakeholders via regular in-house reviews and comparisons of key project elements. These can include the conditions found on site, research determinations, budgets, schedules, and regulatory approvals; all of which must be considered with a view to producing a sensitive restoration that sustains and supports the permanence and dignity of the Arlington Memorial Bridge. The sequence of work will be reviewed in advance so that treatments from preservation to replacement account for and anticipate the portions of the structure remaining in place so that the remaining component is stable and not at risk of additional damage from adjacent work.

**Quality Control Program** [11/05/18\_Eccles-Building\_FRB (PDC25.40)]

BBB’s Quality Control Program requires a customized plan for each project based on the unique scope of work and client. Each plan always consists of three major parts:

• Project Management Plan

• Quality Management Plan (to monitor cost and quality control during design)

• Quality Assurance and Quality Control (QA/QC) Plan (for document control and independent technical review of submissions)

Collectively, our documented procedures and tools provide a prevention-based, process-oriented structure that frames the way we approach, manage, and measure our work and its performance. The overall goal of our Quality Control Program is to implement effective Project Management that maintains open communication design and documentation phases, while having a second pair of independent eyes review all our reports, surveys, concepts and drawings.

*PROJECT MANAGEMENT PLAN*

The Project Management Plan (PMP) is the management guidebook for the duration of the project. It includes various components to establish clear roles and responsibilities, ensure successful and efficient management, effectuate communication, and incorporate FRB feedback.

Outline of project tasks and list of participants in each task

Team Organization Chart

Project Directory

Project schedule

Communication Plan that identifies the framework and frequency for coordination (both internal and external)

Spend Plan including invoice schedule and format

Project Templates (meeting agendas, notes and minutes, memoranda, document title blocks, transmittals, and presentations)

Consultant Coordination Plan including schedule for internal design meetings and calls and protocols for the Revit model, data requests, and site visits.

*QUALITY MANAGEMENT PLAN*

The goal of our Quality Management Plan (QMP) is simply to monitor cost and quality control during design. The method by which this is achieved relies on the PMP identifying an adequate number of coordination and communication touch points. Then, it is incumbent on BBB to moderate and facilitate meetings effectively by:

Curating the tone, pace, and messaging of the meeting to the relevant stakeholder

Identifying and articulating issues and their consequences

Prompting decision making to affected parties

Pro actively notifying the FRB of any issues that may affect scope, schedule, or budget

Ultimately, BBB has an excellent track record of managing complex design processes on rehabilitation and renovation projects and producing well-coordinated, high quality construction documents.

The projects on the following page demonstrate the success of our PMP and QMP processes and

are reflective of our ability to consistently produce high quality construction documents that are well coordinated. Most importantly, our client and contractor references for these projects can happily attest to the quality of our firm’s design, management, and production capabilities.

*QA/QC FOR DOCUMENT CONTROL AND SUBMISSIONS*

BBB has established an internal QA/QC system identifying key BBB staff members, with deep experience with certain project types or uses, or in certain jurisdictions, as potential reviewers. The QA/QC Manager is not a day to day standing project resource and can offer a fresh set of eyes to the review. The QA/QC Manager ensures the documents meet certain internal BBB criteria, and demonstrate constructability, graphical legibility, and overall scope documentation. The reviewer provides comments and redlines which are processed by the project team, during time that is also estimated into each project’s schedule.

Our internal BBB QA/QC is complemented by the consultant teams’ own procedures. The design in each discipline will be checked by the team engineers or consultants other than the day to day project resources and reviewed by the respective department heads responsible for quality control at the discipline level. Both BBB and consultant QA/QC will be accomplished both as a continuing process and as a specific independent technical review prior to scheduled submissions.

**Quality Assurance & Quality Control [2023/2/3] Apple Montreal Flagship**

For BBB+NEUF, Quality Management is interchangeable with Quality Assurance.

At the outset of the project, we will develop a Quality Management Plan (QMP). This document consists of:

Roles and responsibilities for each leadership team member and consultant

Project schedule for each phase of work

Schedule for internal Quality Control (QC) reviews

Consultant coordination

BIM Execution Plan, setting standards and outlining file sharing, and

Invoicing protocols for payment

One key element of the QMP is a two-level QC review process for all milestone submissions. The first review is performed by the QC Manager (NEUF) and QC Manager, Design (BBB). The BBB QC Manager has extensive familiarity with Apple Standard and is responsible for ensuring that each phase of design conforms and maintains client goals, objectives, and design intent. The concurrent review by NEUF will check for coordination, completeness, accuracy, and constructability in the drawings and specifications.

The second level of review is an independent QA/QC peer review by NEUF staff at key milestones in the design process. These ensure objectivity as senior personnel not directly involved with project perform quality control checks, as scheduled by the Project Manager. Each review focuses on:

Local code compliance

Coordination with disciplines

Conformance to the specifications, and

Constructability

The foundation of NEUF’s quality policy rests upon close communication with its clients. This leads to a clear and accurate contract that precisely defines the services to be rendered. Subsequently, throughout the provision of services, Apple will be informed of the progress, and at the end of each project stage, Apple will be consulted before advancing into the next phase. The controls explained above will be implemented to ensure the delivered product corresponds with the project scope and objectives and meets the expectations of the client.

A value analysis, assessing technical choices compared to costs incurred, will be discussed with the members of the technical team to validate the design choices in the interests of both the project and Apple. NEUF’S internal verification systems will keep up-to-date records of adjustments and modifications and corrections to be applied. It will also perform periodic verification that corrections have been carried out. BIM tools such as NavisWorks will help detect deviations from the FTP and conflicts between disciplines. Various tools are available to NEUF’s team to ensure quality control throughout the project, including checklists and verification forms. NEUF’s quality assurance representatives have developed practical tools that serve as references for the project personnel to support them in carrying out the verifications essential to the project. Thus, working instructions and checklists provide a framework not only for the management of each project phase, but also for the quality control and design activities of that phase. These lists also lay out the ways in which project reviews and verifications of deliverables must be conducted and documented.

**Quality Assurance & Quality Control [2023, 6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 Events DC Washington Convention Center**

At the outset of each project, we will develop a Quality Management Plan (QMP) that outlines:

Roles and responsibilities for each team member and consultant

Project schedule for each phase of work

Schedule for internal Quality Control (QC) reviews

Consultant coordination

BIM Execution Plan

Invoicing protocols for payment

One key element of the QMP is a review process for all milestone submissions to ensure each phase of design conforms and maintains client goals, objectives, and design intent. Coordination, completeness, accuracy, and constructability in the drawings and specifications are also confirmed.

Independent QA/QC peer review at key milestones in the design process focuses on:

Local code compliance

Coordination with disciplines

Conformance to the specifications, and

Constructability

Various tools, such as checklists, verification forms, and digital clash detection, are used to ensure quality control throughout a project. These tools provide a framework not only for the management of each project phase, but also for the quality control and design activities of that phase. These lists also document how project reviews and verifications of deliverables must be conducted and documented.

**Research and Documentation as the initial informed step of Quality Assurance** [04/18/17\_Arlington-Memorial-Bridge]

Providing appropriate information and documentation is critical to defining the significance of a building or site. It defines the initial framework within which the entire team will explore options for new program goals and subsequent design process. Establishing this framework through historical and cultural knowledge of the structure and setting is only the point of departure. Our team is able to develop concise and appropriate diagnostic recommendations based on our understanding of building materials and construction eras. This understanding enhances our team’s ability to let the building define what it is able to support as well as its limitations. We integrate in the past study information to inform approach and understanding that we are addressing the source or cause of the deterioration. Providing a solution that does not address the cause of the condition can not only require additional repairs but can incur damage on adjacent or connected materials that neve initially existed.

**Selective Removals and Precise interventions** [04/18/17\_Arlington-Memorial-Bridge]

Selective removal of elements is particularly critical because, if not properly detailed, irreparable damage to significant fabric or over demolition of the facility can occur. New components must be sensitively integrated into the building, and also account for maintenance and future replacements, as the life cycle of the systems is almost always shorter than the landmark architecture. It is not uncommon in projects of this type to find layers of structures and systems, abandoned components, and partial upgrades that have occurred over time due to incremental maintenance, funding limitations and constraints from the need to remain fully operational.

**Restoration and Preservation of Significant Non Structural Elements** [04/18/17\_Arlington-Memorial-Bridge]

In this case, the definition for the process of removal becomes even more critical as the removal and resetting of elements including the railing along the entire bridge requires an understanding of the initial gravity based construction for the care and tagging of the removed components combined with the replacement of each stone in its place and order of placement to include modern interventions that may be required. Pinning details and flashing to protect joints and stone surfaces are essential to integrate in advance of the removal. During the removal our team validates the actual built condition to ensure the solution is appropriately detailed to address any unforeseen conditions in advance of the reinstallation phase of the project. The as built detail and solution for each over approach span may be varied based on condition issues, proposed repairs, and dimensional variations. Metal components such as the bascule metal fascia panels and the light poles have an increased tendency for changes in their conditions noted from 2013 as in many cases the issues were related to deterioration of coatings that protect the substrate material. The Aluminum fascia panels require close coordination with the new structural substrate so that the installation provides not only the original appearance but also provides a waterproof detail to protect the new substrate structure. The appearance and function of these original panels are critical to the preservation of the original design.

**Replacement of Significant Non Structural Elements** [04/18/17\_Arlington-Memorial-Bridge]

In some cases the condition of the original component does not provide the option for repair. Replacements are selectively recommended in consideration for authentic and significance of the character defining element as integrated with functionality, long term performance, and maintenance. Original stone and metal components requiring replacement will be identified, dimensioned, photographed, and documented to reflect their in situ condition. Recommendations for removal methodologies will be provided and included in the materials developed to document the process. The dimensions of the materials will be included in the design documents and validated in the construction submittals to ensure that the replaced elements. Dimensions are taken not only of the exterior visible surface but of the interior and hidden faces of the materials. This ensures that locations of drilling for alignment of pins or anchors for stone and penetrations for pins, screws and welds are identified in the replacement components. Where materials like the cover plates over the sidewalk expansion joints have failed, solutions are created to retain the appearance of the historic element on the exterior while providing fasting details to allow for better mobility of the plates as they expand and contract along the length of the bridge. Attention to compliance with current codes is integrated into the consideration of the replacements. Slope and height of elements like the expansion joint cover plates on the sidewalk must comply with current ADA or ABAAS requirements. Grates such as the cast iron inlet grates will be replicated of the similar material and integrated into the structure to address expansion and drainage issues that caused some of the deterioration. Finally, the replication of some materials may in some cases related to the stone railing or curbs mean that a portion of the original component may be retained. If this approach is taken, the solution for the replacement will be developed such that the repair is not distracting due to color, grain, finish, or in how the new component connects with the original. Drainage along the length of curbs needs to be consistent without variation in stone projections and without joints improperly detailed that could provide locations for water to dwell, collect dirt, and freeze and thaw. The long term solutions will address the balance of integrity of the original materials with the long term maintainability and durability of the replacement component.

**Visualization [2020, 12/16 PEA Wetherell Complex Renovation]**

While floor plans, sections, and elevations are time-tested architectural representations, we understand that not everyone can mentally translate two-dimensional drawings into a vision of what a building and its spaces will look and feel like. Three-dimensional representations of a space’s transformative possibilities, whether impressionistic or realistic, physical or virtual, help bring a design to life.

We believe in the lasting power of the physical model. It is extraordinarily helpful to experience the tactility of walking around a full-scale mockup or turning over a material sample in one’s hands. We make models not only for presentations, but throughout our design process, to test and validate our intuitions. Likewise, BBB has embraced virtual reality technology as a tool to simulate the immersive experience of inhabiting different environments. Similar to our use of physical models, we actively use virtual reality tools in our daily practice as well as for presentations. This can take many forms, including flythroughs of our model and 360-degree rendered views of key moments in a building that can be captured by QR code. Together, physical and virtual representations are important tools to guide decision making and generate excitement.

**Waterfront Access and Development [Last Updated: 06/22/2018 Sing Sing Prison Museum]**

BBB has a long history of working on waterfront access and revitilization. Our work focuses on increasing public awareness and amenities along the waterfront in mixed use and urban neighborhoods. As planners, we appreciate the ecology of the waterfont as a living natural system and the importance of the waterfront as an open space resource.

**Waterfront Urban Design [2019/7/24 18 India Street] also used in [2020, 2/14 Park Tower Group PNY31.67]** (expanded version of above)

BBB has a long history of working on waterfront access and the revitalization of cities and public spaces through planning, urban design, historic preservation, and architectural design. As planners, we appreciate the ecology of the waterfront as a living natural system and the importance of the waterfront as an open space resource. Equally as important is how the integration and design of new buildings reinforces the relationship of the urban experience with the waterfront through views, access, and open space. In BBB's 51-year history, we have enriched waterfront communities through planning and architectural design in Brooklyn (Greenpoint Landing, Coney Island Redevelopment), New Jersey (Hoboken Terminal Revitalization, Harsimus Cove Redevelopment Plan), and Washington DC (Anacostia Waterfront Initiative).

**Designing for Wellness [2021/4/6 Barnard College]**

There are many invisible aspects of a building—such as temperature control, indoor air quality, connection to nature, and choice of building materials—that influence occupant well-being. We recognize that our design choices impact and are interconnected with human health and environmental health. Our approach is responsive not only to the building and program but also to the larger built context and regional ecosystem. On this page, we display projects that illustrate our commitment to wellness and design for occupant well-being.

**Pandemic Impact**: Built-in flexibility, always a factor for academic and student life facilities, is especially important in the wake of the pandemic. The past year has heightened awareness of misalignments between facilities and the new needs of students, faculty, and staff. It has underscored the value of agility, pushing building flexibility to the forefront of institutional decision-making. Furthermore, outdoor access has become an increasingly prized component of facilities. Design can address these goals, including improved spatial flexibility and responsiveness to increasingly hybrid learning models.

We have long believed that architecture should elevate the human spirit and promote holistic health. This involves seeking design solutions that connect occupants to nature, minimize exposure to toxins, and facilitate interpersonal connection. In light of the evolving definition of wellness, informed in part by the pandemic, the need to prioritize these outcomes is heightened.

**Additional detail about Outdoor Space, including Energy/Environmental impact [2021/8/30 prepared for ENR but not used]**

As long as thermal comfort is addressed upfront, and the outdoor space does not unintentionally create increased demand for electric heating or cooling, we are confident that clients’ increased interest in outdoor space will have positive impacts for public health and the climate.

**Leadership, equity, and inclusion [Intro to the team section, Last Updated: 07/2019 Boston College Lower Campus Planning] also used under heading “Equity and Inclusion” in [2020, 2/26 Buffalo Central Terminal Master Planning PNY31.71]**

Commitment to diversity is intrinsic to our organization. BBB’s current leadership includes four women Partners (out of 13) and five women Principals (out of 15), and more than 87% of our Senior Associates and 80% of our Associates identify as women and/or minorities. Our initiatives support diversity within our firm, as well as the larger goal of increased diversity across the industry. These include: recruitment from a diverse pool of colleges and universities; volunteering with the ACE Mentorship program for high school students; providing mentors to high potential employees; and clearly communicating our commitment to diversity in all employment branding and outreach.

**Why BBB [2022, 11/15] Education\_Higher Ed: Education: Dorms/Res Halls, Mixed Use**

We understand what success looks like to our higher education clients. In particular, we have developed a specialty in designing student housing as well as student life spaces such as dining halls and other common spaces. We see these projects as not simply dormitories, but as homes for students on campus, and we are skilled at imbuing them with warmth and comfort. And we achieve success in our projects within the schedule parameters of the academic school year, trustee-approved budgets, and working on occupied campuses with minimum disruption.

BBB’s origins as a firm are rooted in residential design. Our residential projects range from rehabilitation and adaptive reuse of historic buildings, to building additions on top of or adjacent to existing structures, to ground-up new construction. In recent decades, we have developed a robust multi-family housing portfolio, with more than 5,000 housing units in design or construction in the New York City metropolitan area. Our residential portfolio demonstrates vision, expertise, and flexibility in the service of both elegant contemporary design and preservation of the city’s architectural heritage.

Our portfolio and our expertise are centered on New York City’s built environment. A mainstay of our practice is the ability to navigate through the NYC approvals environment, including having successfully shepherded hundreds of projects through the NYC Landmarks Preservation Commission, and achieved variances and reconsiderations from the departments of Buildings and of City Planning, and other public agency reviews. Clients turn to BBB for our decades of local experience, our national reputation, and our commitment to design excellence.

**Why BBB [2022, 05/26] Civic\_Government\_NYC: Transportation, Retail, Interiors\_ONY34.08\_Grand Central Terminal Retail Kiosks**

We are stewards of NYC icons and public spaces and are proud of our transformative work with your team and ongoing assignments at GCT for over twenty five years.

We are excited to take a fresh look at the retail needs of GCT, bringing new ideas that reflect the latest trends in food and retail design as well as the profound change and evolution of GCT over time.

In the section that follows, we present our most relevant retail, food and beverage experience, with an emphasis on complex urban projects in historic settings. Our proposal comes with a depth of experience in the building as we explore conceptual ideas for creating a flexible framework for kiosks while placing visual emphasis squarely on each tenant's unique brand. Our experience with SHPO and ushering and integrating designs for various types of in-line and free-standing retail has a proven rate of success, time enduring design, and excellent life-cycle durations.

**Planning Studio Core Strengths [2019 NYCEDC On-Call]**

We are passionate about what we do.

Energized by engaging with all types of stakeholders, we find inspiration in the process of consensus building and believe a project is stronger when it represents a multitude of perspectives.

Our planning approach provides bold visions founded in strategic thinking and achievable solutions.

Drawing on our wealth of experience in New York City and beyond, our methodology, approach, and techniques are custom developed for each project. We have no predetermined answers or formulaic methods.

We have a deep bench of team and consultant capacity to take on and manage diverse assignments. Set within a larger architecture and historic preservation firm, with public, private, and institutional clients, we have design and construction experience with all building types, from residential to retail to cultural to industrial, that informs our planning and urban design work, ensuring our plans are feasible and implementable.

Founded in an appreciation for urban communities and their social and physical fabric, BBB works to bring that vision forward into the future, adapting to changing economies, technologies, and cultures.

**Design Philosophy [2022, 2/22\_Smith Hall Renovation at Towson University]**

As creators and curators of the built world, our mission is to provide people with an environment of beauty, comfort, contemporary relevance, and timeless endurance. We are dedicated to helping achieve a society that values the redeployment of existing resources before contributing new, irreplaceable ones. To accomplish this mission, we carry on our founding partners’ commitment to a collaborative process as the best way to bring creative thinking to our clients. BBB believes that architecture can empower people and influence their interactions with others and their connections to the physical fabric. Our design does not derive from preconceived formal ideas divorced from the specificity of the project at hand. Instead, it is generated from a deep understanding of the project’s context. This context is two-fold: the physical surroundings define and impact the site and the cultural context within which the project’s objectives are defined. For institutional projects, we come to understand this context through a deep exploration of an institution’s mission and culture. We believe a design is successful if it is both an inevitable manifestation of its surroundings, its time, and of our clients’ programmatic aspirations.

We have a deep commitment to our educational clients, listed at left. Our designs for educational institutions are based on understanding the mission and responding to the unique physical, historical, and cultural context of each campus. Our academic projects, encompassing a broad range of spaces for learning and gathering, are attentive to the particularities of the program while also being flexible and accommodating evolving pedagogies and the dynamism of campus life. BBB is renowned for our expertise and passion for rehabilitation and adaptive reuse, infusing new life into historic buildings. Existing conditions do not hinder our creativity; instead, they inspire us to do more with what exists. We employ our creative skills to “find” space that may be underutilized or formulate design solutions that unlock the potential of space. This section includes examples in which we have built atop, adjacent to, underground, and within existing buildings. Often, these projects are the most complex in our portfolio, requiring our deep understanding of construction technologies of yesterday and today and the potential for transformation to reflect the institution of tomorrow.

**Project Team [2022, 2/22\_Smith Hall Renovation at Towson University]**

Our proposed team was selected for this project because of their extensive experience with institutional design in urban campus environments, experience on higher education projects, and multi-discipline project management. As the Partner-in-Charge, Hany Hassan, FAIA, will provide overall design direction and facilitate engagement and decision-making with Towson University’s stakeholders and senior leadership. Acting as the Programming Partner, Liz Leber, AIA, brings 25-years of higher education work and a deep understanding of the relationship of pedagogy to academic environments. Gretchen Pfaehler, AIA, is a Partner and will serve as our Project Manager, with nearly three decades of experience in all phases of renovation, design, and production. Aaron Lamport, AIA, is a Principal and our Project Architect with a depth of experience in higher education renovation and expansion projects. Michael Marshall, FAIA, our Associated Architect, brings significant experience in interior architecture and interior design in academic environments collaborating with firms like BBB. In addition, BBB has worked on major renovation projects with tightly integrated teams, calling on the expertise of our multiple offices; through technology and our intensely collaborative working methods, we are a highly effective team. We have assembled a team of engineers and consultants to support our architectural work, chosen for their prior experience with BBB on projects of similar scope and their understanding of this type. Together, we form a committed team to your project from inception to completion.

**Design Philosophy [2022, 12/15]NPS Rehabilitate Declaration House\_Historic\_Preservation\_Restoration\_Historic Preservation, Urban Planning, Cultural Landscapes, Rehabilitation**

**Design of re-configured, rehabilitated, and partially mothballed existing facilities**

For over 50 years, BBB has been fortunate to work on the stabilization, preservation, and rehabilitation of thousands of buildings, including numerous National Historic Landmarks and properties listed in the National Register. Many of these projects involve the sensitive integration of contemporary assemblies and new Mechanical, Electrical, Plumbing, and Life Safety (MEP/LS) systems within historic structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. Through our work with buildings and landscapes of vastly different eras, from historic barns to Mission 66 structures, we have a keen understanding of the flexibility (or relative inflexibility) of different types of existing buildings. As a result, we have cultivated intensely creative, efficient, and cost-effective methods for invisibly modernizing historic buildings in a manner that does not compromise character defining materials, visitor experience, or public safety.

**New and Historic Architecture (In accordance with the Secretary or Interior’s Standards)**

BBB is a renowned expert in restoring and modernizing historic buildings and landscapes to address modern challenges that were unforeseen at the time of original construction. Our approach to preservation is underpinned by our broad experience applying the Secretary of the Interior’s Standards for Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes at sites nationally and abroad. The collaborative nature of BBB’s integrated staff of architects, architectural historians, and preservation specialists allows us to combine sound historical research with on-site analysis to understand and interpret the history, significance, and existing conditions of historic properties. Our main preservation objective is to design solutions that seamlessly blend into the surrounding design and satisfy multiple design challenges simultaneously.

**Buildings and Landscape Renovation on a Space Constrained, Highly Visited Site**

BBB prides itself on our enthusiasm for resolving complex projects at many scales and our core expertise in adeptly handling phased projects in occupied buildings. It is not often that a significant institutional facility can be closed in its entirety to accommodate renovations. BBB has been entrusted to execute phased architectural projects in some of the nation’s most sensitive and historic facilities while they remain occupied. Our roster of such projects includes dozens of institutional facilities both overseas and across the DMV (DC-MD-VA) region. One notable occupied project in Washington was at the U.S. Capitol, where we conducted twelve years of life safety improvements. Our staff was allowed access to the building only after hours, and the implementation of renovations occurred outside of regular business hours and adapted to changing schedules of Congressional votes and hearings.

**RESTROOM DESIGN**

The design of accessible public restrooms can serve to enhance the visitor experience. BBB and team members like DHM have supported NPS in the site placement and design of comfort stations. BBB has completed comfort stations and restroom facilities for the NPS and State Department at multiple embassies overseas. We understand the importance of maintenance, energy conservation, and ease of access to achieve the most efficient outcome for the planned space of the facility.

**SUBCONSULTANT COORDINATION [2023, 2/3] Apple Montreal Flagship**

easily resolve critical design issues regarding the integration of infrastructure and engineering systems both in and outside the building.

BBB+NEUF will meet internally each week as a project team and with the consultant team bi-weekly or as needed throughout the project. This schedule remains constant among the team from design through construction. We believe this collaboration is essential at the pre-design/programming phase, as well as the schematic design phase. Key project solutions and decisions need to be derived in these two phases to include site layout, program, building massing, aesthetics, and security, as well as major MEP and structural systems.

BBB has successfully collaborated with the majority of our team members including the following consultants: Acoustics (Arup), Lighting (Claude Engel), and Vertical Transportation (EWCG). NEUF has previously worked with: Civil Engineering (MHA), Building Code (GLT+), Building Envelope (STGM), Structure (NGK), and Heritage (Contexture).

Past experience has proven that geographical distance poses no obstacle to effective communication and regular coordination. With new technologies like web conferencing, we can convene seamlessly across offices. The result is more time designing, less time traveling, and a cost benefit and efficiency factor on every project.

quality of each project, we distribute a BIM Project Execution Plan and Project Management Plan to each consultant, which describes the technical standards, model set up, plan for sharing backgrounds, and requirements for uploading deliverables. For Apple projects, these have been fully vetted to comport with Apple Standards.

Finally, our Quality Management Plan requires each consultant deliverable to be checked by their respective organization before submission. Upon receipt, BBB+NEUF will apply a holistic and comprehensive peer review to ensure legibility and technical coordination. BBB's peer reviewer is tasked with leveraging their familiarity with Apple Standards, specifically reviewing for alignment with Standards and the execution of the design intent.

**Subconsultant Coordination [2023,6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 DC Events Washington Convention Center**

BBB will meet internally each week as a project team and with the consultant team bi-weekly or as needed throughout the project. This schedule remains constant among the team from design through construction. We believe this collaboration is essential at the pre-design/programming phase, as well as the schematic design phase. Key project solutions and decisions need to be derived in these two phases to include site layout, program, aesthetics, and security, as well as major MEP and structural systems. With new technologies like web conferencing, we can convene seamlessly across offices. The result is more time designing, less time traveling, and a cost benefit and efficiency factor on every project.

At the outset of each project, we distribute a BIM Project Execution Plan and Project Management Plan to each consultant, which describes the technical standards, model set up, plan for sharing backgrounds, and requirements for uploading deliverables.

Finally, our Quality Management Plan requires each consultant deliverable to be checked by their respective organization before submission. Upon receipt, BBB will apply a holistic and comprehensive peer review to ensure legibility and technical coordination.

**TECHNOLOGY [USED IN [2023, 2/3] Apple Montreal Flagship**

DESIGN POWERED BY RESEARCH

Our respective research teams develop bespoke design tools, responding to specific project requirements and building on decades worth of in-house research and design. These conceptual design tools combine real-time simulation with interfaces that encourage involvement by all participants in the design process, whether fully immersed in VR, on collaborative touchscreens, or augmented physical models. They allow us to bring our models into meetings and workshops and change the building on the spot in response to what we hear or give the client group the chance to play with the design and get immediate performance feedback on design decisions and direction. We also harness our simulation tools to run massive multi-objective optimizations, exploring the trade-offs and impacts of different design options and performance criteria, from the scale of the master plan to the smallest structural detail.

Our in-house specialists can predict how spaces will perform for different functions so we can maximize thermal comfort, support wellbeing, and set the best conditions to help users collaborate. For more ambitious targets, we often employ laboratory testing to validate our simulations with a physical full-size mock-up, including computer simulated physiology.

AR/VR AND REAL-TIME RENDERING

BBB+NEUF use the newest modes of augmented reality (AR) and virtual reality (VR) animations and fly-throughs to communicate our project designs to clients, stakeholders, subconsultants, and contractors. Our teams utilize Enscape for real-time renderings, which combines directly with the Revit to transform models into immersive 3D experiences.

Our in-house VR equipment, including goggles and flat screens, are used in both production and presentations. This allows us to facilitate project understanding and communication between stakeholders, where everyone can see and evaluate design decisions in real time. Thanks to this technology, we can visualize the project as a 3D guided tour, simulating the environment at any time of day and providing experiential understanding of the proposed space’s qualities such as proportion, size, lighting, materiality, and other characteristics. The speed with which plug-ins such as Enscape can produce compelling imagery of different design proposals makes it possible for our teams to test many different versions of building elements and assemblies in order to select the one which meets design criteria in the most compelling manner.

Mockups and methodology

Treating sensitive historic fabric requires comprehensive and careful research, guidance, and supervision. Accordingly, BBB's preservation specialists are engaged and hands-on for the full life of the project to ensure execution matches intent.

BBB develops construction documents - both drawings and specifications - understanding that preservation requires specialized skills and an iterative process. However, complete documentation is only the start. Especially in today's labor market where general contractors are over-extended, it is critical to onboard GCs and their subs early and thoroughly. BBB participates in the bid presentation and GC walk-throughs to set expectations for restoration and underscore that everyone on the job site needs to understand the significance and objectives of the project.

No matter the exact nature of the project or historic element in question, BBB consistently uses mock-ups throughout design and construction. Our mock-ups have multiple purposes: they can be used to evaluate multiple potential preservation methodologies, particularly when sequencing, interactions, or duration may have an effect; establish expectations and control examples approved by the entire project team; verify a subcontractor's quality and consistency of work, particularly when specific individuals like masons are performing specialty trades; or provide a proof-of-concept on which to perform environmental testing before full implementation

**Firm Profile [used in ONY34.61, NYS Parks Upstate Engineering Term Contract 1/17/23]**

Founded in 1968, Beyer Blinder Belle (BBB) has offices in New York City, Boston, and Washington, DC. The 160-person firm is acclaimed for revitalizing some of America’s most iconic public buildings and cultural institutions. A persistent exploration of historic, cultural, and civic meaning guides the firm’s work, while its design is contemporary and reflects the materials and technologies of today.

Planning, restoration, and the design of new buildings are the fundamental underpinnings of the practice. We provide comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design  throughout a project’s evolution. With extensive experience in restoration, BBB specializes in adapting existing structures for new uses and in sensitively integrating contemporary building systems within historic contexts. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Hospitality, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**Firm Profile [used in ONY35.96, The Morgan Library & Museum Space Planning 1/16/25]**

Beyer Blinder Belle was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people—their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connection to their physical surroundings.

This mission has guided the firm for more than five decades and has shaped a broad and award-winning practice—now 190 professionals in New York City, Washington, DC, Boston, and Miami—providing comprehensive services, including programming, architecture, historic preservation and adaptive reuse, interiors, campus planning, urban design, and graphic design throughout a project’s evolution. Many of our projects involve the transformation of historic buildings in sensitive urban sites—the work for which we have become best recognized. Our deep sense of identity and evolving perspectives on design have guided our practice in new construction as well as master planning and urban design.

Our areas of specialization include: Civic, Commercial, Cultural, Education, Historic Preservation, Interiors, Planning & Urban Design, and Residential.

Our work has been recognized with hundreds of awards, including the American Institute of Architects Firm Award, the highest honor given annually to a practicing firm. We have also received three Presidential Design Awards; two TIME Magazine Design of the Year Awards; and many national and local awards for design excellence, including the Preservation League of New York’s most prestigious commendation, the Pillar Award.

**LIBRARY RESEARCH [used in ODC28.00 Library of Virginia Renovations [2022, 12/30] Cultural\_Library\_Libraries, Renovation, Education**

**Historic libraries for a digital age**

The core mission of the library has remained consistent for more than a century: to provide access to information, services, and opportunities that empower, enrich, and enhance the quality of life for all. The ways that libraries achieve this mission, however, have had to evolve. When the Enoch Pratt Free Library first opened, its users gained access to information primarily by checking out books for independent study. Today, the model is more interactive: users participate in classroom training and in one-on-one advising on career development, digital technology, and other topics. The programs are widely popular, particularly among individuals on the underserved side of Baltimore’s digital divide.

Many libraries’ new offerings require spaces for focused study that are acoustically separated, visually transparent, and supplied with adequate ventilation, power, and library-provided technology—systems that are not inherently compatible with original designs. In implementing these changes, the design team prioritized the seamless integration of new building systems into the historic fabric. Existing pathways and structure were carefully examined to determine site-sensitive opportunities for new infrastructure and contemporary architectural gestures.

**Research collections master plan and re-use study**

The NYPL Midtown Campus Renovation’s master plan included a study of the potential re-use of the historic Snead stacks in the Stephen A. Schwarzman Building—an analysis that converged with the internal assessment of the current and future states of the collections at NYPL’s four research libraries and at the ReCAP off-site facility.

With the goal of solving for access, conditions, and collections growth, the study encompassed the full breadth of the Library’s research collections. Existing storage spaces and potential solutions were assessed for environmental conditions; security risks; condition and suitability of storage furniture; proximity to service locations; and current and future capacity to 2050. Solutions for at-risk collections were prioritized, and retrofitting existing storage space was studied to expand capacity and improve conditions for special collections.

The process was guided by regular meetings with staff, and milestone meetings with a working group of Trustees. A group representing the academic and research community also provided input, highlighting stewardship of collections and access to specialized staff and collaborative spaces in the Center for Research in the Humanities.

**wayfinding master plan**

The Stephen A. Schwarzman Building’s signage program merges destination wayfinding with recognition signage, improving user experience while addressing a variety of audience types: tourists seeking the building’s “greatest hits”; return visitors exploring exhibits and program spaces; and researchers requiring controlled access to special collections. Wayfinding plans have been assiduously clarified to make the building more readily intelligible, while sign details have been developed and finishes chosen to complement the building’s original Beaux-Arts fabric, consolidating previously disparate and incompatible sign elements, and tailoring the NYPL brand typography and graphics into a whole that is unique to SASB.

**implementable vision in occupied buildings**

The renovations at the Stephen A. Schwarzman Building provide and example of a library that to enhances a greater range of public-facing programs, augments research facilities, and improves building logistics and services to enable the library to continue to serve its many constituents as it begins its second century.

Due to the scope of the renovations, and the need to keep the building operational, the design proposals were grouped into packages that considered program priorities, logistics, schedule, and cost to create a master plan for their implementation. All phases of the renovation are based on the principles of restoring the logic of the original Beaux-Arts design; making infrastructure improvements to facilitate the movement of people and collections; and using a vertical arrangement of program to improve the user experience for all.

**increasing physical and intellectual accessibility**

The new Visitor Center will reinvigorate the orientation experience to the building, the NYPL system, and its research facilities using a blend of interactive digital and analog exhibits to make the Stephen A. Schwarzman Building and its contents more accessible to all. In doing so, it will restore public access to a space that had long been restricted to staff.

Center for Research in the Humanities: The renovation of a suite of rooms in the heart of the second floor of the building significantly increases the number of dedicated, long-term research seats in the library in spaces that had been restricted to staff only. At the Lenox Astor Room, audio-visual technology has been seamlessly integrated into the historic fabric to create a seminar space for research and educational uses.

**FINDING SPACE FOR TRANSFORMATION**

Polonsky Exhibition of The New York Public Library’s Treasures: At Gottesman Hall, subtle interventions have facilitated the installation of a permanent exhibition to bring the library’s treasures out of the vault for all to enjoy. Improvements to visitor flow, life safety provisions, and environmental conditions within the room have been achieved while letting both the exhibits and the architecture shine.

Library Shop and Cafe: A reimagining of the spaces surrounding Astor Hall on the first floor identified the re-purposing of the first floor of South Court as an opportunity to expand the Library Shop and integrate

a café. This move has the benefits of providing a greater moment of respite for visitors, removing congestion in the historic entry hall, and providing for additional exhibition space in the area previously occupied by

the shop.

Located in the space to be vacated by the Library Shop, the Bartos Gallery will complete the necklace of exhibition spaces surrounding Astor Hall. Upgrades to its infrastructure and lighting ensure that it will be able to host a wide range of exhibitions of the library’s materials in a carefully controlled environment.

**APPROACH**

**library as place**

Amidst great change in technology, pedagogy, and community life, libraries remain vital places. They are the consistent, accessible, and vital heart of the public realm where people come in search of knowledge, to learn, and to share.

We have assisted, and continue to assist, our library clients in examining their buildings’ past, present needs, and future potential. From Enoch Pratt Free Library, a haven for the Baltimore community whose traditional physical structure is being transformed by new forward-thinking programs for teens and adults, to New York Public Library, where a new circulating library offers far more than books—to include spaces and services from early childhood through adult learning—we are constantly attuned to the needs of the communities served by our designs.

As institutions engage in planning and building projects, they inevitably reshape themselves. BBB is committed to the process of institution building in the fullest sense. We work collaboratively with our clients to create implementable visions in occupied buildings and to find space for transformation. We consider the context and institutional goals to inform our designs and curate an experience for the visitor to explore, learn, and engage in meaningful interactions.

We understand the important responsibility of the Library of Virginia to tell the stories of Virginia today and Virginia of the future and we will work together to envision the physical space which can foster the communication of these stories.

We find existing context and open space opportunities to reach out to the surrounding community with reimagined outdoor spaces. Opportunities for programming on all edges are ripe. We find inactive edges of existing buildings to be an exciting challenge and breaking down barriers is at the heart of much of our design ethos.

**ODC28.10 Graham Holdings [2023, 3/8] Commercial\_Office\_Architectural Interiors, Research, Office**

What is the Future of the Workplace?

Labor is the most costly expenditure of any employer. Studies show ignoring employee wellbeing in the workspace can result in significantly increased costs of operation that can far exceed the costs of implementing wellness consideration.

The industry has coined the term kinetic workplace

to describe the new hybrid trend of people working from multiple locations: home, office,

the 3rd place, in transit, and anywhere you happen to be with a cell signal.

2023 Workplace Trends:

* More reservable collaboration space
* Elimination of assigned seating (replaced by desk hoteling with assigned locker space)
* More variety of space types within the office to accommodate different work styles
* Workplace as a destination instead of an obligation

**ONY 34.80 CONFID\_NDA\_TOWER RESEARCH CAPITAL [3/10/2023]**

Experience with Financial/Tech Buildings

A specialized group within BBB focuses on the design of interiors for corporate, institutional, hospitality, retail, and residential projects. This group has designed numerous state-of-the-art office spaces for both financial industry and technologically advance spaces with sophisticated infrastructure, achieving successful design solutions for clients through an inclusive engagement process that brings the key stakeholders, client and its user groups together with the team of creative and experienced design professionals from the outset of a project. Our work on office space includes large and mid-size financial corporations, institutional and not-for-profit organizations. We have been working for the Federal Reserve Bank System on interiors projects for over 20 years and we continue to do so. Our work with Trinity Real Estate includes a 150,000 SF installation for their financial investment armature called Church Pension Group, as well as work at their new headquarters building at 76 Trinity place.

We understand that with the ever-changing needs in technology, business operations and systems, and it is efficient and sustainable to provide adaptable and flexible work environments, that work with today’s post-COVID professional culture with adjustable mechanical, electrical, AV and communication systems. Our objective, therefore, is to achieve creative design and technical excellence with cost-effective solutions by creating an open dialogue that embodies the culture and the working requirements of our clients. And those requirements do differ; from wanting flexible hotelling space for part time or work at home employees; to creating new office environments that draw the staff back to the office, with their own dedicated workplace, and fully programmed amenities with great food. This client/consultant collaboration encourages our team to find appropriate solutions, starting with engagement in programming, and moving through the phases of design, cost plans and build out, that implements successful and creative projects.

***HBS Residence Hall Renovations***

***[05/15/2023] Education\_Higher Ed\_Education: Dorms/Res Halls\_Restoration\_Renovation***

**Planning and Design for Higher Education**

Design for educational institutions is central to BBB’s practice. Our success in meeting today’s demands on academic facilities is built on a philosophy of engagement, analysis, and creativity. Borne of a deep curiosity about and understanding of mission, culture, and context, our design solutions for higher education institutions achieve an elegant simplicity that clarifies and synthesizes often-disparate space needs and building functions. For Chase and McCulloch, BBB will apply our core strength in transformation of historic buildings, combined with our deep understanding of the HBS ecosystem, and our expertise in design of student housing for a 21st-century campus experience.

**Campus Contexts**

As architects, our approach to building on a campus starts with an understanding of the planning fundamentals that support the project; as planners, our approach incorporates an understanding of the architectural sensibility of a campus. This combined approach informs the recommendations we make for strategic construction and renovation that shape a university’s built environment. For this assignment, we understand the contributions of the McKim, Mead & White residence halls to the character of the “legacy campus”, and we also understand the residential experience as a constellation of spaces across HBS.

**Historic Buildings, Transformed**

BBB is renowned for our expertise in the broad field of historic preservation, rehabilitation, and adaptive reuse. We have a diverse portfolio of both institutional and private buildings— iconic projects and landmarks, as well as lesser-known properties with historically sensitive interiors or within historical districts—throughout the United States and abroad. We will leverage our in-house staff’s skills in research, technical preservation, and conservation as the historic preservation lead for Chase and McCulloch.

**Engagement and Decision-Making**

Good programming, architecture and interior design are collaborative processes, requiring extraordinary dedication by the design team and active engagement of the client. We believe that the best projects are a product of equal collaborative effort by the client, end users, us, and our consultants. We take responsibility and care to be facilitators of this collaboration, and to interpret program, vision, budget, and schedule into a successful

architectural outcome.

APPROACH

**Beyer Blinder Belle and McKim, Mead & White**

We are honored to have worked on—and have benefited greatly from the knowledge gained working on—more than a dozen buildings and campuses designed by McKim, Mead & White. BBB is very familiar with the design approaches, principles, materiality, and detailing specific to McKim, Mead & White buildings over that firm’s wide-ranging career, including the projects shown here.

Our restoration work is guided by a “soft touch”; that is, respecting the original architect’s design intent, restoring and enhancing the building’s character-defining features, and taking inspiration from aspects of the original design to create distinctive yet harmonious interventions. Whenever possible, sound original materials and assemblies are repaired rather than replaced, requiring technical expertise and an understanding of the historic materials and construction methodologies from the period of the original building. This technical experience is invaluable in evaluating the complexity of different approaches and framing scope and schedule scenarios accordingly.

**Trends and Benchmarking**

Many viable options for unit types have already been explored during the Campus Framework Plan. But we will want to make sure during the Schematic Design phase that we leave no stone unturned, and that senior leadership are satisfied that we have landed on the most appropriate and flexible unit typology. Our experience with student housing provides us with a toolkit of unit types, yet we recognize that an out-of-the-box solution may be required to satisfy the particular needs of the HBS student population or the desire for flexibility.

Through our knowledge of the student-oriented spaces on campus, we will help shape the amenity program for these buildings. We will also rely on BBB’s depth of knowledge of current trends in housing young professionals through our extensive work with developers in the private housing market in the Metropolitan New York area. From chef’s kitchens to fitness rooms, we have a finger on the pulse of what this generation is seeking, and we will find creative ways to round out the already rich set of activities, both academic and extracurricular, that the HBS campus, and nearby Harvard Square and Boston afford students.

As much as we will cater our programming and design to the specific needs of the HBS population, we will also look to your peer institutions to understand what has been built in recent years for graduate students on or near other campuses. Our research may yield other options to deftly explore or may validate that we are heading in the right direction.

**Translating Goals into Designs – Case Study Text**

One of the three guiding principles of the Residential Campus Focus Group is to “create a more diverse and equitable residential experience.” Together, BBB and HBS discussed what this means at a programming level; now it is time to translate these ideas into architectural design.

We are prepared to build upon prior experience to make the abstract concrete. At Colgate University, we recently wrote a programming manual for 1200 beds of housing in new and renovated buildings to create a junior and senior year housing neighborhood. There, senior leadership had established guiding principles for the culture of the neighborhood that we then translated into physical space needs:

To create PARITY by offering unit types and amenities of similar quality, so there are no “winners” and “losers”; to level the bathroom and kitchen ratios across the housing stock

To foster INCLUSIVITY by designing a welcoming environment for all students, and by offering accessible and gender-inclusive housing and support spaces

To encourage COMMUNITY by balancing common space within the unit with a variety of common spaces within the building

The renovation of Chase and McCulloch will offer HBS the opportunity to potentially broaden the offering of housing types for a more diverse campus population, while also bringing these residence halls up to an equitable level in line with those that have been more recently renovated. This does not necessarily mean that a “cookie cutter” design is the best outcome; we like to lean into a building’s quirks as an opportunity to create personality so that residence hall occupants have a sense of pride and association with the building and as a community.

Conversations in the programming phase should consider the optimal size of a residential community for the HBS student as a key cornerstone of the campus experience. While many students thrive in the 90-person section cohort as an academic and social model, the residence halls may offer opportunities to create more intimate communities. A facilitated conversation, toggling between programming and planning, will yield whether community should be in 4s or 8s (and dovetailed with a flexible Executive Education housing model of the same size); by floor with shared amenities; or by building with a central amenity such as a reconsidered version of

the two-story common space that exists today.

**Creating Healthy Environments**

We understand and embrace HBS’ desire to renovate Chase and McCulloch Halls in keeping with ambitious sustainability goals. The enactment of the Massachusetts Energy Codes, in effect July 2023; Harvard’s Sustainability and Climate Action Plan commitments; and the proposed updates to Harvard’s Sustainable Standards—pivoting towards elements of ILFI Core and Living Building Challenge certification--mean that we are designing in a fluid regulatory and benchmarking territory. We intend to work closely with HBS and the project’s sustainability consultant to align project goals early in the process, for best integration into early-phase planning.

High-reaching R-value goals to achieve energy codes and improve system sizing will require careful analysis of the existing building walls to make sure we balance insulation thickness with masonry breathability. We have found that no two bricks are exactly alike: a WUFI analysis using physical samples from the buildings and in-situ temperature and moisture monitoring will determine the viability of our insulation strategy. We have successfully deployed Passivhaus principles—balancing energy performance with thermal comfort and wall and window performance—to deliver a healthier and lower carbon building renovation solution.

Our own position on the importance of healthy indoor environments in residence halls aligns with your intention to pursue enhanced indoor air quality goals, as stated in the RFP, and is supported by the Harvard scientific community’s studies of the correlation between cognitive performance and air quality. At Winthrop House, we exceeded ASHRAE 62 standards (used by CORE and LEED), where mechanical ventilation threaded through historic buildings has allowed the active provision of fresh air, a benefit particularly appreciated during the pandemic. At our renovation of Penn’s residential colleges in the Quadrangle, we devised a custom program for indoor air quality, focusing on material transparency and optimization. We tracked and specified products and furniture that comply with Cradle to Cradle Certification, ILFI’s Living Product Challenge, and ANSI Furniture Sustainability Standards, excluding chemicals of concern. At Harvard’s Adams House, we specified all interior materials and furnishings to be compliant with the Healthier Hospitals Healthy Interiors Safer Chemicals challenge in order to minimize occupant exposure to known harmful substances.

We appreciate HBS’ planned investment in its historic residence halls. With a core foundation in the historic preservation movement in the United States, BBB believes that the restoration and reuse of existing structures before building new is a fundamentally sustainable approach to managing the built environment, and an embodied carbon calculation of rehabilitation versus hypothetical replacement would support our position. Caring for historic building fabric while achieving user comfort and environmental sustainability targets is a simultaneous challenge and opportunity on many of our projects. Sometimes the buildings themselves contain clues to the solutions: historic buildings constructed at the time of Chase and McCulloch Halls often employed their era’s own version of passive and low-energy features for environmental control; by reactivating and augmenting historic infrastructure with today’s intelligent technologies, historic buildings can lend themselves to achieving healthy, sustainable environments.

**Controlling Cost & Value Engineering (VE) [2023,6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 DC Events Washington Convention Center**

The established cost of construction, determined at each of the key project milestones, are reviewed against the construction budget. If the cost estimate exceeds the construction budget, potential reductions in scope or modifications to the construction logistics (phasing, schedule, re-occupancy planning, etc.) will be recommended by the design team for owner review and consensus. Values for each of the scope reduction items will be developed and the interrelationship between the items will be

identified. The amount of potential savings for each of the items will be reviewed by both the design team’s and the owner’s cost estimators. A series of VE meetings will be conducted, first to explore potential areas of savings and, in subsequent meetings, to present and select the items to be modified to align with the established budget. Once the scope is agreed upon, the design team will proceed with the next design phase.

**Cost Compliance [2023,6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 DC Events Washington Convention Center**

Thanks to interconnected management tools (BIM), budget management can be accomplished in real time as the project progresses and changes are made. Throughout the process of designing and preparing final documents, the team can benefit from automatic indicators and parametric BIM functions to follow progress and intervene quickly in case of any deviation from the budget.

**Schedule Compliance [2023,6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 DC Events Washington Convention Center**

From the beginning of the project, a detailed MS Project schedule will be created, then evaluated and updated each week. Strict adherence to key dates will make it possible to identify any discrepancies and make the necessary corrections to work methods and production procedures that could cause delays.

**Construction Administration [2023,6/5] Commercial\_Retail\_Retail\_Reuse\_Architectural Interiors ODC28.25 DC Events Washington Convention Center**

CA begins in the early stages of design and is centered around coordination, the necessity of our internal QA/QC process, limiting RFI’s through clear and concise details that eliminate repetitive information, and the importance of detailed specifications, which become the roadmap for the continued execution of the design intent during the construction phase. During the design phase, the project team builds and maintains a pre-installation meeting, testing, submittal, and closeout submittal log. The Project Manual delineates exactly how many submittals, at a minimum, will be required, what testing and level of commissioning is contractually required, who is to perform the work and approximately when during construction it will take place. This is critical to a robust review of the Contractor’s Construction and Submittal Schedules, to the adequate staffing of the project, and to the oversight of testing and commissioning activities. A successful Construction Design Phase continues through active involvement during bidding and negotiation where the team answers questions, compares bids, reviews assumptions and qualifications, and issues addendums when necessary.

In lieu of standalone CA templates and logs that do not provide transparency and accountability, BBB developed our own construction management software program, live.bbbarch, which we utilize during both the design and construction phases. The software tracks and automates the dispersion of RFI’s and submittals, provides a vehicle for generating, tracking, and actioning Field Observations and Punchlist items, organizes ASI’s, and houses each issuance of the individual drawings and specifications for easy reference and review. The software further acts as FTP and a project team directory.

**Our Team [2023, 6/12] Education\_HigherEd\_Education: Universities/Colleges, Planning, Public/Community**

Our team brings together a core group of experts, each with distinct and valuable knowledge, experience, and sensitivity, and has been specifically tailored to the anticipated goals, needs, and opportunities of this plan. Our team benefits from local and national expertise with strong M/WBE participation.

Our Beyer Blinder Belle (BBB) will lead the campus planning effort. We have built a national reputation for integrating specialized planning and architecture on historic campuses.

Our team will be led by Rayna Erlich, Principal, who has completed campus plans for distinguished institutions including Amherst College, Harvard Business School, Princeton, and others and is regarded by her clients as a knowledgeable, strong, and thoughtful leader. Elizabeth Kim, Principal, will lead the programming effort and bring deep experience in architectural design and space programming from her work with campus, academic, and residential facilities. Anna Oursler will lead the sustainability planning and will leverage her experience with both campus planning and engineering. Yuting Pan,

an experienced planner and architect, will support the team with planning studies, design concepts, and graphic illustrations.

Team members from BBB as well as all consultants are among each firm's leadership and most senior staff, and they will remain dedicated to the project throughout its duration.

**International House [09/18/2023] Developer\_Student Housing\_Education: Dorms/Res Halls\_Historic Preservation\_Interiors**

WORKING WITHIN NEW YORK CITY

The BBB team has extensive experience with structures throughout the five boroughs of New York City. A mainstay of our practice is the ability to navigate through the New York City approvals environment. Many of our projects require variances and reconsiderations from the NYC Building and Planning Departments and other public agency reviews. We have presented in front of many of New York City’s community boards, as well as to the most important advocacy groups in the City. BBB has established good working relationships with, and well understands the submittal and review requirements of agencies.

**Used in 2024 ENR MidAtlantic Design Firm of the Year text:**

BBB contributes to the community through volunteerism, charitable donations, pro bono work, and the Beyer Blinder Belle Foundation (BBBF) Community Grants and Scholarships.

BBB has a volunteer policy, allowing each employee to spend one paid day annually to volunteer in their local communities. Additionally, in each of the cities in which BBB has offices, we have forged strategic partnerships with local organizations and charities to create a longstanding opportunities for volunteer activity and financial contribution. For example, in Washington DC, we have partnered with the Phelps Architecture, Construction, Engineering (ACE) High School to offer staff time and resources to participate in student activities, mid-year reviews, and final reviews. Our donation of time is coupled with an annual Youth Education Scholarship.

BBB also donates generously throughout the year to various external organizations and committees such as Women In Architecture, the Green Building Commute, Urban Land Institute, and other AIA events.

BBB staff are allowed to pursue pro bono work with company time and resources. During COVID, BBB collaborated with the Georgetown BID to design and install parklets along M Street to enhance outdoor gathering. Most recently, one staff member partnered with Arlington VA to document its LGBTQ+ Cultural Heritage, which culminated in “See you at Lilli’s”: LGBTQ+ Cultural Heritage Documentation and Interpretation in Arlington, Virginia” celebrating the contributions of Dr. Lilli Vincenz, an icon in the LGBTQ+ community. The work has subsequently been well received at national conferences and in March 2024, the Arlington County Board of Historic Resources voted to select the “Dr. Lilli Vincenz” marker proposal as one of the five projects that will advance in the process toward becoming a state highway marker.

Lastly, through the BBBF, we provide two scholarships annually to Howard University and University of the District of Columbia, as well as a paid internship to the Howard University scholarship recipient. We have also provided past Community Grants to local organizations such as the River East Design Center.