JACKSONVILLE PUBLIC LIBRARY Start Here. Go Anywhere.

Memorandum

To: Gregory Pease, Chief of Procurement Division

From: Timothy Rogers, Director, Jacksonville Public Library

Date: May 2, 2018

Re: **City Contract 9513-01 – JACKSONVILLE PUBLIC LIBRARY Children's Area Renovations**

P-44-16 AMD #1

City Contract 9513-01 was awarded to VRL Architects Inc. for the children's area renovations at the Charles Webb Wesconnett and the Highlands Regional Libraries that executes the RFP. The contract stipulates in section 4 a term expiration of May 30, 2018 and two (2) additional one-year renewal options. The contract also needs to be revised to reflect the 20% JSEB participation.

Therefore, the Jacksonville Public Library respectfully requests that the contract be amended to allow for the first of the two one-year renewal options and reflect the 20% JSEB participation

No other changes are being requested for this contract.

If you have questions or need additional information regarding this request, please contact Ray Albury, Assistant Director for Facilities Management and Planning at 630-6278.

Attachments:
GC-#113505060-v1-VRL_ARCHITECTS_#9513-01
VRL Architects contract extension letter

Thank you for your consideration.

V·R·L
Architects, Inc.
License #AAC001735

Stephen F. Lazar, AIA, LEED®AP
1449 Palm Avenue
Jacksonville, Florida 32207
Phone 904-723-3895

9 March 2018

Jacksonville Main Public Library
303 North Laura Street
Jacksonville, Florida, 32202

Attn: Gretchen Mitchell
Assistant Director for Support Services

Re: RFP: P-44-16
Children's Area Renovations
Charles Webb Wesconnett Regional & Highlands Regional Libraries

Subject: Extension of Contract for Professional Services

Dear Gretchen:

We understand from Mark Merritt that Jacksonville Public Library is ready to proceed with our contract for the above captioned projects.

We have reviewed our Service Contract 28 June 2017 and have no issues with our proposed modifications to this original agreement.

In accordance with paragraph number 4 of the Contract we request that the Term of the Contract be extended for an additional one year period from the pre-established expiration date of 30 May 2018.

We look forward to working with you, Director Rogers and Mr. Raymond Albury, Assistant Director of Facilities Management and Planning.

Sincerely,
VRL Architects, Inc.

STEVE

Stephen F. Lazar, AIA, LEED AP

V·R·L
Architects, Inc.
License #AAC001735

Stephen F. Lazar, AIA, LEED®AP
1449 Palm Avenue
Jacksonville, Florida 32207
Phone 904-723-3895

26 April 2018

Jacksonville Main Public Library
303 North Laura Street
Jacksonville, Florida, 32202

Attn: Raymond Albury
Assistant Director for Facilities

Re: RFP: P-44-16
Children's Area Renovations
Charles Webb Wesconnett Regional & Highlands Regional Libraries

Subject: Proposal for Professional Services (Rev. #2)

Mr. Albury:

This proposal is based on the requirements of the above captioned RFP, discussions with you, Director Rogers and site visits to each branch library. This proposal also includes Scope confirmation with Interior Designers Janice Young and Margaret Sullivan.

This project requires development of a design for two spaces that are in keeping with JPL's children's center needs as developed by the designer and library administration with community input while creating aesthetically distinct areas. The project will include architectural and interior design improvements for literacy and learning spaces, services/program areas, shelving, computer learning, and engaging children and preteen areas. The project will include conceptual and schematic design, design development, and construction documents. Special consideration will be needed to assure complete Americans with Disabilities Act compliance. The project will be in partnership with the City of Jacksonville Public Libraries and City of Jacksonville Department of Public Works.

Our Design Team consists of Jacksonville based interior designer Janice Young, FIIDA, ASID in collaboration with Interior Designer Margaret Sullivan, ASID. Margaret Sullivan Studio, New York City. Electrical and lighting engineer is Mark Morley, P.E. and Wayne Kelly, P.E. will perform mechanical engineering.

EXISTING FACILITIES

HIGHLANDS REGIONAL LIBRARY

The children's area of Highlands Regional Library (DU) is 6600 SF of public space and 956.6 SF of staff work space. *The staff work space is not included in the Scope of Work.* The 6600 SF represents a nearly open floor plan with few restrictions due to support columns. The

space is lacking any natural light. The existing flooring is carpet squares over slab on grade. The exterior walls are single-wythe jumbo brick cavity walls backed by concrete masonry unit walls. The existing interior finish is exposed face brick on exterior walls and paint on drywall partition on interior walls.

CHARLES WEBB WESCONNETT REGIONAL LIBRARY

The children's area of Charles Webb Weconnett Regional Library (CW) is 4489 SF of public space and 508 SF of staff work space. *The staff work space is not included in the Scope of Work.* The 4489 SF represents a nearly open floor plan with few restrictions due to support columns. The space is lacking any natural light. The existing flooring is carpet squares over slab on grade. The exterior walls are double-wythe brick cavity walls backed by concrete masonry unit walls. The existing interior finish is light colored face brick and paint on drywall partition. Adjacent to the children's center, the adult and children's restrooms are also in need of renovation and updating. They represent a total of approximately 300 square feet.

KEY ELEMENTS OF BOTH REMODELS ARE AS FOLLOWS:

- JPL intends to create interactive literacy and learning spaces at both libraries that will be dedicated to providing information and literacy materials and services/programs in a hands-on experiential learning approach for early literacy and elementary educational achievement, and preteen services.
- Formulate design concepts that are functional, fiscally appropriate, and aesthetically pleasing.
- Enhance illumination by incorporating natural lighting and/ or 21st century lighting technology.
- Functional and comfortable soft seating packages for children.
- Incorporate modern technology.
- Offer a variety of areas-active and quiet, social and private-that encourage a range of experiences with multiple levels of challenge for different ages and abilities.
- Create a sense of anticipation with the path and/or entrance to the children's area.
- The project will be broken into separate phases due to timing and funding availability.

ARCHITECT AND DESIGN SERVICES

A comprehensive scope will be developed as part of the professional services requested. A summary of major tasks is as follows:

Phase 1: Initial Programming and Concept Development

VRL Architects welcomes Margaret Sullivan Studio as a member of our Team. Ms. Sullivan brings to the Team her expertise as a visionary for early learning environments. Ms. Sullivan is a member of the American Library Association and the Public Library Association and is recognized by her piers as innovative in her field.

Under the leadership of Ms. Sullivan, community engagement meetings and workshops will be conducted to develop programming, visioning and concept designs for the two Branches. Attached is a Memorandum from Margaret Sullivan dated 9 February 2017 which details the involvement of Ms. Sullivan and her support staff. Ms. Janice Young will support Ms. Sullivan with community engagement and Staff Meetings and Staff Workshops. The VRL Architects team will afterward prepare conceptual design documents of a detail and quality to enable the library administration and key stakeholders to make decisions prior to Design Development.

Phase 2: Design Development

The VRL Architects team will prepare preliminary and final design drawings for the renovation of the children's centers at both locations. This will include all architectural design, interior design, and engineered drawings and associated budgets as needed for construction. We will assist JPL in formulation of a budget and schedule before construction bidding begins. Presentation of design concepts will be required to be presented to selected library administration, members of the Library Board, and community. Rendered Concept sketches will be created as required to visually describe the character of designed spaces.

Phase 3: Construction Documents

The VRL Architects team will develop a complete design package including all below listed items. This will include plans, elevations or sketches, sections, and design narratives.

- Architectural floor plan (dimensioned with notes to include fixture layout).
- Interior design drawings and renderings.
- Demolition/new partition plans.
- Wall and floor finish plan.
- Reflected ceiling plans/lighting plans.
- Furniture installation drawings.
- Provide required MEP engineering drawings as required for scope of project.
- Final scope of work to be performed including bid documents with specifications.

Phase 4: Bidding and Award

Interior Designer Janice Young will participate in Pre-Bid meetings, answering RFI's and reviewing Bid Packages for conformity. As the local component of the Interior design collaborative, Ms. Young will provide Construction and Administration support during the Bidding and Construction phases. VRL will assist in the selection of a contractor for both projects. A designated representative will participate in the valuative bid process for the work. The project might be awarded to the same contractor or different contractors. Due to JPL's funding calendar the Highlands Library will be completed first, followed by the Charles Webb Wesconnett Library.

Phase 5: Construction

VRL Architects will include six site visits during construction along with submittal review, response to RFI's and preparation of Substantial and Final Punch lists. Janice Young will represent the interior design team with submittal review and coordination and placement of furnishings and equipment.

Project Schedule (See also Attachment E for more detailed information)

Phase 1. Initial Programming and Concept Development	(8 to 12 weeks)
Phase 2. Design Development	(12 weeks)
Phase 3. Construction Documents	(16 weeks)
Phase 4. Bidding and Award	(8 weeks)
Phase 5. Construction	(7 to 8 months)
Total Estimated Project Time	(17 to 19 months)

Compensation

Total Fees for the above described Work will be $ **159,676.37**. Refer to Attachments A, B, C & F for Budget Allocation, Fee Structure and detailed professional services descriptions. Attachment D outlines anticipated reimbursable amounts.

If this Scope of Work, Services and Fee Structure is acceptable, we will begin our work upon receipt of a COJ Purchase Order. This is an important opportunity to generate a special kind of learning environment for our community. Our Design Team is privileged to be a part of this process and we look forward to the task ahead.

Sincerely,
VRL Architects, Inc.

Stephen F. Lazar, A.I.A. LEED AP

Attachments: VRL Architects, Inc. Fee Structure
C Reimbursable Expenses
D Project Schedule
Margaret Sullivan Memorandum, 16 April 17

CC with attachments: Tim Rogers, Director JPL

CITY OF JACKSONVILLE
PUBLIC BUILDINGS PROJECT

TOTAL FEE SUMMARY FOR WEBB WESCONNETT REGIONAL LIBRARY
EXHIBIT "B"

PART I - GENERAL	
1. Project **Charles Webb Wesconnett Regional Library Children's Renovation**	2. Proposal No. 1705-02
3. Name of Consultant **VRL Architects, Inc.**	4. Date of Proposal **26 April 2018**

PART II - LABOR RELATED COSTS				
5. Direct Labor **VRL Architects, Inc.**	Hourly Rate	Estimated Hours	Estimated Cost	TOTAL
Principal	$58.00	81	$4,698.00	
Project Manager	$49.00	9	$441.00	
Drafter	$18.00	49	$882.00	
Field Inspector	$49.00	7	$343.00	
Clerical	$20.00	8	$160.00	
TOTAL DIRECT LABOR		154		$6,524.00
6. **Overhead (Combined Fringe Benefit & Administrative)** Overhead Rate		**150%** X Total Direct Labor		$9,786.00
7. **SUBTOTAL: Labor + Overhead (Items 5 & 6)**				$16,310.00
8. **PROFIT: Labor Related Costs (Item 7)**			X **10%**	$1,631.00
				$17,941.00

PART III - OTHER COSTS	
9. **MISCELLANEOUS DIRECT COSTS**	
MISCELLANEOUS DIRECT COSTS SUB-TOTAL	$0.00
10. **SUB-CONTRACTS (Lump Sum)**	
a. Interior Designer-JSEB (Janice Young & Associates)	4,122.67
b. Interior Designer (Margaret Sullivan Studio)	28,319.33
c. Mechanical Engineering (M.V. Cummings Engineers, Inc.)	2,950.00
d. Electrical Engineering (The Ohmega Group)	$8,571.20
SUB-CONTRACT SUB-TOTAL	$43,963.20
TOTAL LUMP SUM AMOUNT (Items 5, 6, 8, 9, 10)	$61,904.20
11. **REIMBURSABLE COSTS (Limiting Amount)**	
a. Air Fare Trips (4 x $300.00/trip)	1,200.00
b. Hotel (10 days x $125.00)	1,250.00
c. Car Rental (10 x $40.00)	400.00
d. Food (10 days x $45.00)	450.00
e. Reproductions	200.00
f. Renderings	1,500.00
SUB-TOTAL REIMBURSABLES	$5,000.00

PART IV - SUMMARY	
TOTAL AMOUNT OF CONTRACT (Lump Sum Plus Reimbursables) (Items 5, 6, 8, 9, 10, and 11)	$66,904.20

CITY OF JACKSONVILLE
PUBLIC BUILDINGS PROJECT
TOTAL FEE SUMMARY FOR HIGHLANDS REGIONAL LIBRARY
EXHIBIT "B"

PART I - GENERAL	
1. Project **Highlands Regional Library Children's Renovation**	2. Proposal No. 1705-02
3. Name of Consultant **VRL Architects, Inc.**	4. Date of Proposal **26 April 2018**

PART II - LABOR RELATED COSTS				
5. Direct Labor **VRL Architects, Inc.**	Hourly Rate	Estimated Hours	Estimated Cost	TOTAL
Principal	$58.00	149.5	$8,671.00	
Project Manager	$49.00	25	$1,225.00	
Drafter	$18.00	90	$1,620.00	
Field Inspector	$49.00	10	$490.00	
Clerical	$20.00	20	$400.00	
TOTAL DIRECT LABOR		294.5		$12,406.00
6. **Overhead (Combined Fringe Benefit & Administrative)** Overhead Rate		**150%** X Total Direct Labor		$18,609.00
7. **SUBTOTAL: Labor + Overhead (Items 5 & 6)**				$31,015.00
8. **PROFIT: Labor Related Costs (Item 7)**		X	**10%**	$3,101.50
				$34,116.50

PART III - OTHER COSTS	
9. **MISCELLANEOUS DIRECT COSTS**	
MISCELLANEOUS DIRECT COSTS SUB-TOTAL	$0.00
10. **SUB-CONTRACTS (Lump Sum)**	
a. Interior Designer-JSEB (Janice Young & Associates)	13,808.17
b. Interior Designer (Margaret Sullivan Studio)	37,714.29
c. Electrical Engineering (The Ohmega Group)	5,433.21
SUB-CONTRACT SUB-TOTAL	$56,955.67
TOTAL LUMP SUM AMOUNT (Items 5, 6, 8, 9, 10)	$91,072.17
11. **REIMBURSABLE COSTS (Limiting Amount)**	
a. Reproductions	200.00
b. Renderings	1,500.00
SUB-TOTAL REIMBURSABLES	$1,700.00

PART IV - SUMMARY	
TOTAL AMOUNT OF CONTRACT (Lump Sum Plus Reimbursables) (Items 5, 6, 8, 9, 10, and 11)	$92,772.17

26 April 2018 **Attachment C (Revised 26 April 2018)**

Suggested Reimbursable Expenses

VRL Architects Inc / Margaret Sullivan Studio

Charles Webb Wesconnett Regional and Highlands Regional Libraries

Margaret Sullivan Travel Costs

Phase 1 : Initial Programming and Concept Development : Two (2) Three-Day Trips

Reimbursable costs: 1 Person x $300 RT airfare /trip = $ 300 / trip airfare

Other costs: $40/Day/ Car / $ 125 Hotel / $45 Food = $ 210 /Day x 3 = $630.00 /trip

Total for 1 Trip including airfare = $ 930 / trip

Total 2 trips= $ 1,860 *

Phase 2: Design Development: One (1) Three-Day Trip

Reimbursable costs: 1 Person x $300 RT airfare /trip = $ 300 / trip airfare

Other costs: $40 Car / $ 125 Hotel / $45 Food = $ 210 /Day x3 = $630

Total for 1 Trip including airfare = $ 930 / trip*

Total 1 trip= $ 930.00

Phase 3: One- Day Trip

Reimbursable costs : 1 Person x $300 RT airfare /trip

$40 Car / $ 125 Hotel / $45 Food = $ 210 /Day

Total for 1 Trip including airfare = $510 / trip*

**Note: These reimbursable costs to be divided evenly between the two sites*

Total Reimbursable Travel Expense : $ 3,300.00

Attachment D

Children's Area Renovations

Charles Webb Wesconnett Regional Library
Highlands Regional Library

Project Schedule

Notice to Proceed TBD

Phase 1 Conceptual Design

Initial Team meeting in Jacksonville to prepare for Community Meetings

Webb Library

Community Meeting	Day 1
Meet with Staff	Day 2
Meet with Admin	Day 2

Highlands Library

Community Meeting	Day 2
Meet with Staff	Day 3
Meet with Admin	Day 3

Concept Ideation Ongoing : Three Weeks

Follow up Team Meeting for presentation of Concepts to Community, Staff & Admin

Webb Library

Community Meeting	Day 1
Meet with Staff	Day 2
Meet with Admin	Day 2

Highlands Library

Community Meeting	Day 2
Meet with Staff	Day 3
Meet with Admin	Day 3

Concept Development Ongoing : Day 4

Adjustments based on feedback from community, Staff & Admin

Phase 2 Design Drawings and Plans (12 Weeks)

Preparation of Preliminary and Final Design Drawings
Preparation of Concept sketches, Plans and Presentation Exhibits
Drawings to include input from consulting engineers.
Budget Allocations for each library location to be prepared.

Presentation of Design Drawings

Webb Library

Community Meeting	Day 1
Meet with Staff	Day 2
Meet with Admin	Day 2

Highlands Library

Community Meeting	Day 2
Meet with Staff	Day 3
Meet with Admin	Day 3

Adjustments based on Community, Staff and Admin Feedback

Phase 3 Construction Documents (16 Weeks)

Preparation of Bid Documents to include Drawing , Specifications and an Updated estimate of Probable Construction Cost

Meet with Library and COJ Staff to solidify Front End Spec requirements for procurement.

Phase 4 Bidding

Assist the JPL & COJ during the Bidding Phase.
Attend Pre-Bid Meetings
Answer Bidders RFIs

Phase 5 Construction (8 months)

Attend Pre-Con Meetings
Review Submittals, RFIs etc.

Visit the Sites to Review Progress of the work

MARGARET SULLIVAN STUDIO

studioPQ

memorandum

TO: Marilyn Marvin, Paul Orr
FROM: Margaret Sullivan
CC: Patrick Quattlebaum

DATE: April 16, 2018
SUBJECT: Update to Potential Workshop Dates

May:
May 3rd - Staff Day
May 24, 25 - Potential Staff Pre-Work

June:
June 4, 5, 6 - Staff Workshop #1 (June 7-8 no longer available)
Community Leadership #1
Community Engagement #1

July:
Week of July 16 - Staff Workshop #2 (July 9, 10, 11 was proposed but July 16-20 works better for Patrick's schedule).
Community Leadership Meetings/Focus Groups #2
Community Engagement #2

August:
Week of August 27 - Staff Workshop #3
Community Engagement #3

September:
Staff Workshop #4
Community Leadership #3

October:
Generate document
Staff Workshop #5 (in scope, and if necessary)
Present "final" deliverable

END OF MEMORANDUM

MARGARET SULLIVAN STUDIO

memorandum

TO: Steve Lazar, VRL Architects, Inc.
FROM: Margaret Sullivan Studio

DATE: April 16, 2018
SUBJECT: Revised Project Scope

Margaret Sullivan Studio (MSS) is pleased to present the following scope of work and schedule to provide visioning, programming and concept design for the Jacksonville Public Library. The project will include architectural and interior design improvements for literacy and learning spaces, services/program areas, shelving, computer learning, and engaging children and preteen areas in two branches.

Deliverable documents will be generated from a highly collaborative process with library leadership, staff, stakeholders, design team and consultants.

SCHEDULE & WORKSHOPS
Schedule and workshop process is outlined below.

RESEARCH and ANALYSIS:
Prior to the initial workshop, MSS will provide the Jacksonville Public Library (JPL) with a programming preparation information request document. MSS will evaluate and analyze this information in preparation for Workshop #1.

PHASE 1: Conceptual Design (8-12 weeks)
For Phase 1, MSS will be responsible for designing, conducting and facilitating library leadership, staff and community engagement sessions. MSS will take the lead in developing programming, visioning and concept designs for the two branches in collaboration with VRL Architects, Inc. Deliverable will be a concept design package, similar to the CLOUD901 document for the Benjamin L. Hooks Central Library (attached).

TRIP #1
Day 1:

- Initial Team Meeting with JPL to prepare for community meetings
- Workshop #1: Kick-Off Visioning Session with Library Leadership, Staff and Admin, as defined by the library. Outside experts and partners may also be included.
- Webb Library Community Meeting

Day 2:

- Webb Library Meeting with Staff
- Webb Library Meeting with Admin
- Highland Library Community Meeting

Day 3:

- Highland Library Meeting with Staff
- Highland Library Meeting with Admin

Optional:

1. Case Study visits to museums, libraries and educational facilities.
2. Expert Session(s) with educational partners.
3. Focus Group session(s) with families and youth.
4. Interview with educational consultant.
5. Case Study visit to Storyville in Baltimore and/or DC area institutions.
6. Case Study visit to NYC.

WORKSHOP #1: Vision, Goals and Educational Objectives

The purpose of this Workshop with Library Leadership will be to define the educational and user experience principles of the two library locations.

Who: Library Leadership (as identified)
When: *(Will coincide with community workshops and focus group meetings)*
Where: TBD
Time: 2- 3 hours

Workshop Agenda:

I. Introductions & Icebreaker
II. Literacy and Learning at the Library: A National Perspective
III. Imagine the Possibilities
Break
IV. What we know about the Jacksonville Public Library and the Two Branches
    A. Vision/Mission
    B. Community Needs
    C. Educational and Experience Principles

Homework:

1. Write: What is your Vision for the literacy spaces?
2. Write: What is the role of the Library in supporting families and youth?
3. Case Studies and/or Directed Storytelling.

MSS in collaboration will also conduct the following engagement sessions as determined with JPL.

COMMUNITY MEETINGS:

The purpose of the Community Meetings will be to educate the community on the potential that a learning and literacy environment can be for its community and to garner feedback on what the community's aspirations are and community needs they envision as priority. MSS encourages a custom designed interactive session appropriate for the Webb Library community and the Highlands Library community in order to generate the most relevant and impactful information.

FOCUS GROUPS:

MSS encourages focus groups with families of existing library users and potential users that may not be reached (due to barriers, not knowing about library programs, etc.). Focus groups that include educational partners and leaders in the community are also very helpful. MSS can work with JPL to define participants.

STAFF AND ADMIN MEETINGS/FOCUS GROUPS:

Meetings with staff and admin will provide a deeper understanding of the community, their needs and aspirations, the use of the current space and physical challenges to programs and the current service delivery model.

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TRIP #2

Day 1:

- Workshop #2 with Library Leadership, Staff and Admin, as defined by the library. Outside experts and partners may also be included.
- Webb Library Community Meeting

DAY 2:

- Webb Library Meeting with Staff
- Webb Library Meeting with Admin
- Highlands Library Community Meeting

Day 3:

- Highlands Library Meeting with Staff
- Highlands Library Meeting with Admin

Optional:

1. Focus Groups with Community Partners/Educational Partners
2. Case Study Visits (continued from previous trip)

WORKSHOP #2: Application of Learning Objectives
The purpose of this Workshop with Library Leadership will be to engage in a user-centered interactive workshop to design the library experience and outcomes for families and youth in the community. Patron personas will be developed prior to the workshops.

Who: Library Leadership (as identified)
When: *(Will coincide with community workshops and focus group meetings)*
Where: TBD
Time: 3-4 hours

Workshop Agenda:

I. Introductions & Icebreaker
II. What we have learned about JPL
III. Case Study Share Outs
Break
IV. Design Your Library Experience
A. Patron Development
B. Learning Outcome Development
C. Design Your Library!

Homework:

1. Directed Storytelling
2. User Narrative

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Conceptual Design Deliverable:
At the completion of Conceptual Design, MSS in collaboration with VRL Architects, Inc. will deliver a concept design document.

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PHASE 2: Design Drawings and Plans (12 weeks)
For Phase 2, MSS will be responsible for selecting preliminary finishes and furnishings for the two library spaces. The deliverable will be presentation materials with the following:

Presentation materials for each library:

1. Concept and Vision
2. Floor, Walls and Ceiling diagrams and finishes
3. Furniture Concepts

Drawing deliverables at the end of this phase will be a finish plan and finish schedule. Elevation and RCP's will be documented by VRL. MSS will provide finish information to be coordinated.

***Do we want renderings at the end of this phase?

PHASES 3, 4, 5: Construction Documents (16 weeks), Bidding & Construction (8 months)
For Phases 3, MSS will provide consultant review of design documents with one (1) site visit expected. During Phases 4 and 5, MSS will assist Janice Young as appropriate in reviewing design documents.

FF&E: Concurrently with Construction Documents

MSS typically takes responsibility for FF&E packages for projects similar to this one. Scope to be determined. Typical MSS FF&E scope attached.

Additional Questions:
1. Will we want to bring an educational consultant on board?
2. The above does not necessarily include engaging in an exhibit designer. Will need to determine if that is the approach after the preliminary visioning sessions.

Attachments
1. CLOUD901 Teen Learning Lab at Benjamin J. Hooks Central Library
2. MSS FF&E Scope

END OF MEMORANDUM