

02 December 2022

reference: Baltimore Museum of Art: Interior Renovation Project
subject: Request for Qualifications for Design Services

Dear Design Firm,

I hope this finds you well.

The Baltimore Museum of Art is embarking on a substantial interior renovation and restoration project, encompassing multiple galleries, a new skylight over its historic Antioch Court, and a comprehensive renovation of a subset of its art storage vaults. The scope of services demands a diverse skill set, including historic restoration, contemporary design, art storage and preservation, art museum climates, and a general expertise in the operations of art museums.

MAASS, acting on behalf of the BMA, seeks a highly qualified design team, led by an architect, to provide programming, design and construction administration services to execute this complex scope of work, and invites you to submit your team's qualifications for providing these services.

The Baltimore Museum of Art and Project Context

The Baltimore Museum of Art (BMA) was founded on the belief that access to art and ideas is integral to a vibrant and healthy civic life. This belief remains at the heart of the BMA and anchors its core values today.

The Museum was founded with a single painting in 1914. Today, it is home to more than 95,000 works spanning many eras and cultures from Africa, Asia, Europe, the Americas, and the Pacific Islands. The BMA's collection includes the world's largest public holding of works by Henri Matisse; one of the nation's finest collections of prints, drawings, and photographs; and a rapidly growing number of works by contemporary artists of diverse backgrounds. The BMA has a history of collecting art that responds to the present moment, and the Museum embraces new ways to interpret art history and acquire artworks that tell an expansive story of art—challenging long-held narratives and centering new voices.

Since 2006, the BMA has provided free general admission so that everyone can enjoy the power of art. The Museum is distinguished by a grand historic building designed in the 1920s by renowned American architect John Russell Pope. A major cultural destination, the sprawling 210,000-sqft building includes two tranquil and beautifully landscaped gardens featuring an array of 20th-century sculpture.

In recent years, the BMA has achieved international recognition for its groundbreaking exhibitions and initiatives that place social equity on par with artistic excellence in a highly diverse and culturally complex city. At the same time, the Museum is deeply committed to its local community. It is the unwavering vision of the BMA to be the most relevant, publicly engaged museum in the United States. The BMA reaches thousands of students and teachers each year through teacher workshops; Art-to-Go, a monthly activity allowing students to learn about important ideas through art; a bi-weekly series of virtual family tours; school visits; Literacy Through Art, an early learning program that encourages creative conversations about art; and more.

The BMA is home to a world-class collection, which is recognized for a number of key strengths. The renowned Cone Collection is the crown jewel of the BMA, featuring works by Matisse, Picasso, Pissarro, Courbet, and Degas. In the early 20th century, Baltimore sisters Claribel and Etta Cone visited the Paris studios of Henri Matisse and Pablo Picasso and began amassing an exceptional collection of approximately 3,000 objects. The Cone Collection came to the BMA upon Etta Cone's death in 1949, and has been on view in the BMA's Cone Wing since 1957. Between the Cone Collection and the acquisitions work of Emeritus Senior Curator Jay Fisher, the BMA proudly maintains the largest and most comprehensive publicly held collection of Matisse works in the world.

The BMA has embarked on a bold mission and vision in its strategic plan that will have both regional and national impact. This includes increasing and diversifying audiences, acquiring and presenting a nationally significant post-WWII African-American art collection for a Black majority city, diversifying its exhibitions and public programs in accordance with this new collecting emphasis, as well as diversifying its board and staff to effect systemic change across the institution. The BMA intends to become a leading, replicable model for community engagement through collecting and interpreting underrepresented art and artists.

The mission statement of the Museum continues to define its character.

The BMA connects art to Baltimore and Baltimore to the world, embodying a commitment to artistic excellence and social equity in every decision from art presentation, interpretation, and collecting, to the composition of its Board of Trustees, staff, and volunteers—creating a museum welcoming to all.

Recent Work

Recent work has been driven by the BMA's commitment to fully sprinkler its entire facility. Since 2016, the BMA has successfully completed renovations and sprinklering of the Thalheimer and May galleries (8,690 sqft); creation of the new Ruth R Marder Matisse Study Center and storage vaults (4,242 sqft); creation of the Nancy Dorman and Stanley Mazaroff Center for the Study of Prints, Drawings and Photographs and storage vaults/systems (5,847 sqft); and, new offices/work areas/library on the third floor (6,955 sqft). Also, the museum will soon start construction on the renovation of the Joseph Education Center, which will be a highly interactive space incorporating cutting-edge technology. Each of these major renovation and sprinklering projects entailed similar A/E Design Services to those being contemplated by the effort outlined in this RFQ. This will be BMA's third such campaign, helping the institution achieve 90% full sprinklered status.

Scope of Services

The scope of services is multifaceted, requiring multiple skill sets to execute the work to a very high standard, reflecting the excellence of the institution itself. This scope is divided into three primary categories:

1. Programming: development of a full project program, working in concert with BMA. While the areas of work are clear, a full understanding of the required scope and design preferences for each area will be determined in concert with the selected architect. This scope item will require holding workshops with BMA staff and leadership, and will reference past programming work, including BMA's 2001 Goodwin Space study and a 2005 Master Plan, both of which will be provided to the selected team.
2. Design Services: full design services, inclusive of all consultant services required to execute the full scope of services.
3. Construction Administration Services: traditional construction phase CA services.

Scope of Work

The following scope description is categorized by primary work types: **Gallery Renovation and Restoration**, **Historic Preservation and Intervention**, and **Art Storage**. All scope noted below is subject to adjustment as a result of the programming process.

1. Gallery Renovation and Restoration
 - 1.1 Northwest Cone (1,800 sqft)
Renovation of this gallery making it a contemporary art space. The scope of work includes:
 - a. Redesign and gut renovate gallery
 - b. Install blind doors
 - c. Refurbish wood floors
 - d. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work
 - e. Refurbish concrete floors

1.2 Woodward Gallery (1,450 sqft)

Renovation of this gallery making it a contemporary art space or art handling space, with flexibility to become a multi-use room for additional programming.

The scope of work includes:

- a. Gut renovate gallery
- b. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work
- c. Refurbish wood floors

1.3 Woodward Anteroom (700 sqft)

As the primary access point to the freight elevator, this space requires a moderate renovation. The scope of work includes:

- a. Renovate anteroom
- b. Remove vinyl flooring, and install new terrazzo flooring
- c. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work

1.4 Jacobs Galleries (7,900 sqft) *

A comprehensive restoration of these historic galleries in the core of the historic original BMA structure. The scope of work includes:

- a. Replace Drywall
- b. Restore wood floors, wainscot and cased openings
- c. Refurbish stone base
- d. Refurbish skylights
- e. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work

2. Historic Preservation with Contemporary Intervention

2.1 Antioch Court (4,450 sqft) *

Preservation of this center hub of the museum, seamlessly integrating modern systems into the space. The scope of work includes:

- a. Clean and wax existing landmarked bronze windows and doors
- b. Replace existing ceiling
- c. Replace terrazzo flooring
- d. Remove and replace roof
- e. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work
- f. Coordinate work with the Maryland Historic Trust and the City of Baltimore Commission for Historical and Architectural Preservation.

2.2 Antioch Courtyard (2,550 sqft)

Enclosure of the heart of this historic structure, the installation of the skylight achieves multiple goals of improving circulation, maintaining climate, and providing a new interior space for events and other special uses. The scope of work includes:

- a. Install new Skylight, with necessary waterproofing, and columns
- b. Install new HVAC, with steel dunnage

- c. Install new storm water management system
- d. Install new window treatments
- e. Refurbish masonry cornice
- f. Install associated mechanical/HVAC, electrical & lighting, fire protection, plumbing, and sprinkler work
- g. New floor structure, substrate and surface
- h. Coordinate work with the Maryland Historic Trust and the City of Baltimore Commission for Historical and Architectural Preservation.

3. Art Storage

3.1 First Floor Vaults (3,580 sqft)

Comprehensive renovation of three of BMA's primary art storage vaults, inclusive of art storage equipment, FM200 fire suppression system, etc. These three vaults currently hold nearly 6,000 works, comprised primarily of furniture and works from BMA's Africa, Americas and Oceania collection. The BMA also wishes to investigate the redesign of this vault area into a mission-friendly interactive art storage center with access to the public while accomplishing the standards of Museum quality conservation and storage. The scope of work includes:

- a. Relocate current collection (by BMA)
- b. Renovate finishes
- c. Install associated mechanical/HVAC, electrical & lighting, fire protection, and plumbing
- d. Install new FM 200 fire suppression system
- e. Modify doors to work with new finishes
- f. New storage / exhibition configuration and equipment (optional, should a visible storage approach be adopted).

3.2 Caplan Vault (1,440 sqft)

- a. Relocate current collection (by BMA)
- b. Renovate finishes
- c. Install associated mechanical/HVAC, electrical & lighting, fire protection, and plumbing
- d. Install new FM 200 fire suppression system

4. Miscellaneous:

4.1 Woodward Elevator

Design and, in collaboration with the elevator fabricator/installer, refurbish this freight elevator, which is the main vertical transportation for art in the museum

- a. Refurbish and upgrade elevator
- b. Refurbish wood enclosure doors

4.2 BMA Infrastructure

Coordinate with BMA's staff to successfully install the following systems:

- a. Install conduit for BMA A/V, WIFI, and telephone work
- b. Install conduit for BMA safety and security work

4.3 Signage

Coordinate with BMA’s signage designer/fabricator/installer to create a signage package that is aligned with the design of the galleries, art storage, and Antioch Courtyard skylight.

*Note: See Exhibits for photos of spaces noted w/**

Construction Budget and Schedule (conceptual)

Budgeted costs include trade costs, general contractor costs, design and construction contingency and escalation anticipating a 2026 completion:

Gallery renovation and restoration:	\$9,400,000
Antioch Court restoration w/ new skylight	\$6,800,000
Art Vault Renovation:	\$1,400,000
Total Project Budget:	\$17,600,000

The project schedule is subject to adjustment, pending outcome of design process and other factors:

Programming and Concept Design	April – August 2023
Schematic Design	September – December 2023
Design Development	January – May 2024
Construction Documents	June – October 2024
Enabling Work	November 2024 – January 2025
Construction	February 2025 – February 2026
Total Anticipated Project Duration:	35 months

Selection Process and Evaluation Criteria

The process of selecting the Architect will include the following three stages:

Stage 01 | Qualifications: Submission of and responses to this RFQ. The BMA’s review of the candidates’ qualifications based on the primary criteria noted below and determine a short-list of candidates who will receive the Request for Proposals (RFP).

Stage 02 | Proposals: Submission of and responses to a Request for Proposals which will include more specific information about the project and the BMA facility. Approximately 4-6 shortlisted candidates which have demonstrated adequate qualifications during Stage 01 will be asked to provide the following:

- Fee Proposal
- A fully-compiled team which addresses all areas of expertise required to execute the project.
- A statement of Project Approach which addresses how the architect and its team will carry out the required services.

Stage 03 | Interviews: 3-5 final candidates will be asked to provide and arrange the following:

- A tour of one completed or in-progress (and nearly completed) project of similar scope, complexity and/or quality as the BMA project. Ideally, this project will have been designed by members of the Architect's proposed project team. Participation in this tour by the project's owner will be requested.
- Formal interview with primary members of the proposed project team.
- Comprehensive review and comment on the contract form agreement between the Owner and Architect.

The BMA reserves the right to edit or condense this process as it sees fit to achieve its goals. This may include establishing a final short-list of candidates for Stage 03 interviews based on responses to this RFQ.

The Evaluation Criteria for firm qualification is as follows, with each being given approximately equal weight:

1. Demonstrated relevant expertise and experience from the proposed team to execute the various facets of the project, including:
 - Architectural design
 - Interior design
 - Structural engineering of historic building interventions
 - Acoustic engineering
 - Coordination with Audio/visual consultants
 - Mechanical and Electrical Engineering of established and integrated systems
 - Lighting Design
 - FFE consultation for Art Storage systems
 - Historic Compliance consultation
 - Other specialties that the Design team considers important
2. Commitment to Diversity, Equity and Inclusion practices in comprising the design team.
3. A local community presence, including team members from the Baltimore area and professionals licensed in the state of Maryland.

The timeline for this process is as follows (subject to modification):

- 02 December 2022: Issue this RFQ
- **14 December 2022: Stage 01 Statements of Qualification due by 5:00 pm EST**
- 22 December 2022: Notification of shortlisted candidates via issuance of **Stage 02** Request for Proposals.

The balance of the process will be clarified in the RFP:

- Early-January 2023: Questions and Answers regarding the RFP
- Mid-January 2023: Stage 02 proposals due
- Late-January 2023: Notification of shortlisted candidates.
- Early-February 2023: Interviews/ site visits / reference checks
- Mid-February 2023: Final selection

Requirements of the Statement of Qualifications

Candidates are asked to provide the following, broken down as follows:

1. Firm Introduction: a *brief* overview of the firm, the range of services provided, any specialty or specific focus the firm maintains, and distinguishing factors of the firm which set it apart from other design firms. *In short; explain why your team is uniquely qualified to design this project.*
2. Qualifications and Relevant Experience: Focusing on the following project characteristics, share three projects built within the last fifteen years that, collectively, demonstrate your understanding of this project and your experience in executing similar work. For each of the three (3) projects please provide at least one reference with contact information, including a current phone number.
 - a. Projects that involved museum renovations, especially gallery renovations, with a high level of finish and attention to detail.
 - b. Projects that involved the renovation and installation of critical building infrastructure such as mechanical/HVAC, electrical & lighting, fire protection, plumbing, sprinklers, and elevator systems
 - c. Projects that involve(d) the design of new or renovation of existing art storage spaces. Demonstrate knowledge of art storage systems, art handling protocols, and infrastructure systems such as HVAC, fire protection, lighting, etc. Provide examples or demonstrate knowledge of storage spaces that are viewed by museum patrons.
 - d. Projects that involved working in buildings of historic relevance with landmarked areas, and the necessary restoration work involved. Projects should demonstrate knowledge and experience working with the Maryland Historic Trust and the City of Baltimore Commission for Historical and Architectural Preservation.
 - e. Projects that include horizontal glazing (i.e. skylight) design and specification, including work which required the engagement with waterproofing consultants.
 - f. Projects design and built in the Baltimore area, noting that applicants will need to be registered in the state of Maryland, or have an associate architect partner registered in the state of Maryland.
 - g. Projects which were successfully designed within an established budget and schedule.

For each of the projects presented provide a brief narrative, highlighting similarities with the BMA's project and identifying challenges that were overcome. Include the physical size of the project, cost, services provided on the project, and the project's completion date. Beyond the three projects given as detailed examples, feel free to provide other examples of *relevant* experience.

3. Project Team Leadership: Describe the composition of your team and the consultants with whom you will be collaborating. For your firm, senior level staff will suffice. For consultants, company names and disciplines will suffice. More detail will be requested in Stage 02. Collectively the group must possess expertise in the project aspects noted above. Ideally, the team proposed for this project would have a history of working together on one of the projects highlighted as one of the three prime examples requested above. In support, provide the following:

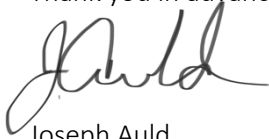
- a. Project Principal and lead architect resumes.
- b. Summary of relevant work for key project personnel which highlight their specific areas of expertise.
- c. Key project consultants.
- d. Brief description of the team's experience working together.

Please *address* the proposal to:

Steven C. Taylor
Director of Operations & Capital Planning
Baltimore Museum of Art

Submit your Statement of Qualifications via email as an electronic file in .pdf format to Joseph Auld using the contact information below, by the deadline noted above. Please use the subject line, "BMA Architect RFQ: *Firm Name* Proposal." The file should be no more than 12 pages, exclusive of cover pages and addenda, and no larger than 10MB.

Thank you in advance for your interest. We look forward to receiving your response.



Joseph Auld
ja@maass.works

Nothing contained in this Request for Proposal or implied by the selection process shall create any obligation on the part of The Baltimore Museum of Art (BMA) or its representatives to select any firm for the services described herein. The BMA reserves the right at its sole discretion to select any contractor on any basis that it deems appropriate, to decide not to select a contractor or to otherwise modify its approach to the project and this procurement. The BMA also reserves the right, at its sole and absolute discretion, to determine which Proposer, if any, is qualified to perform the services required or to reject any and all Proposals. Should the BMA choose to award a contract as a result of this RFQ and RFP, it will select the firm which, at the BMA's sole discretion, in its sole judgment, and on any basis, represents the best overall value.

All costs and expenses incurred by a Proposer in preparing, developing and/or submitting a Proposal, or in further negotiations concerning a Proposal, shall be borne by the Proposer, regardless of whether or not such Proposer is selected. No such costs or expenses shall be included in any Proposal.

The successful Proposer must comply with all laws, statutes, ordinances, rules and regulations of any governmental body that are applicable to the provision of services to be performed in connection with the Project.

By submitting a Proposal, each Proposer agrees that its Proposal shall remain in effect for a period of ninety (90) days after submission. The BMA shall retain full title and ownership to all Proposals, in strict confidence. Proposals will not be returned to Proposers.

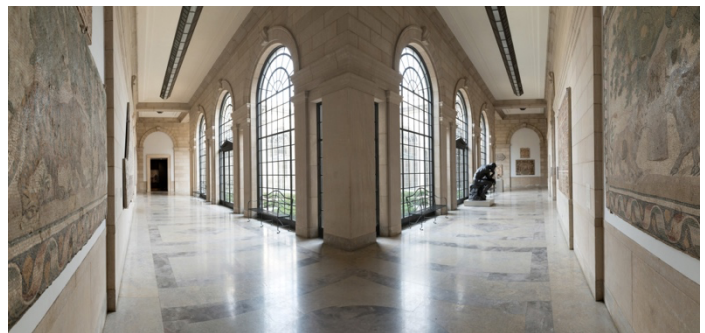
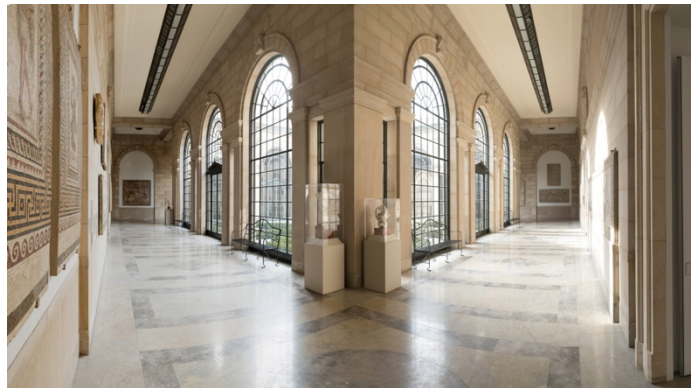
The BMA's Owner's Representative, MAASS, is the only representative of The BMA who can respond to questions regarding this Bid. Any attempt to directly communicate or contact any Board Member, employee, consultant of The BMA, in any manner having to do with any aspect of this RFQ may result in the disqualification of the firm from this RFQ process.

EXHIBIT A: Photos

Jacobs Gallery



Antioch Court



Recent Work
Thalheimer Gallery



May Gallery



Matisse Center



Recent Work

Nancy Dorman and Stanley Mazaroff Center



Art Storage

