



OPTIMIZE TO MAXIMIZE: EVOLVING EXISTING CAMPUS ASSETS

University of Kentucky: White Hall Renovation

SMITHGROUP











[def]

OPTIMIZE TO MAXIMIZE

To *strategically* improve something
in order to achieve
the *greatest possible outcome*.

**What does
that mean for
a campus
building
renovation?**

Building performance

Student experience

Right Sizing

Modernization

Deferred maintenance

Enhance comfort

Environmental footprint



University of Kentucky White Hall

- Built: 1967-1969
- 155,000 gsf
- 57 Classrooms
- \$58M Construction Cost
\$80M Total Project Budget

- Needs

Infrastructure

Site

Pedagogy

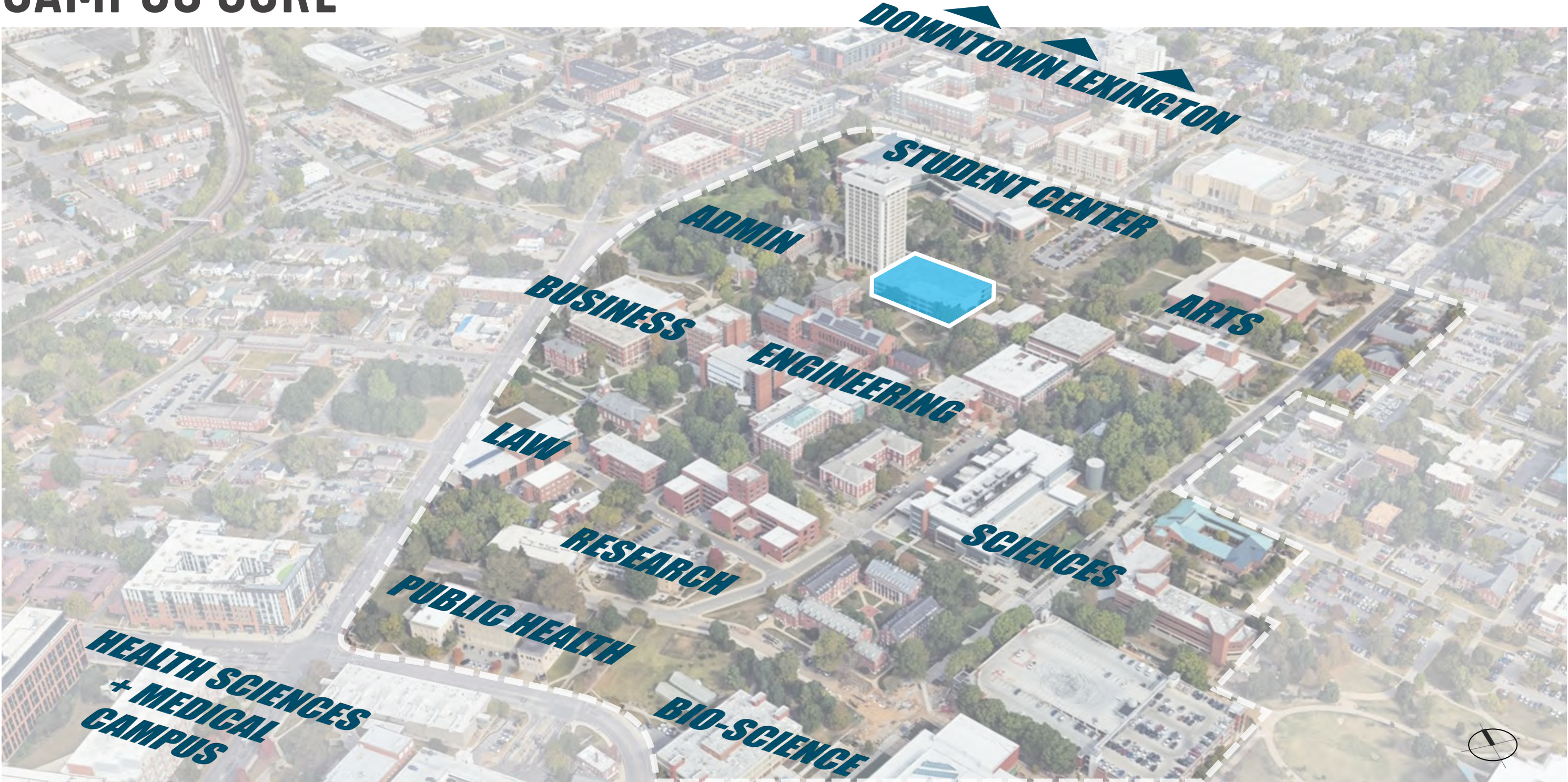
Technology

Building Envelope

STUDENT EXPERIENCE

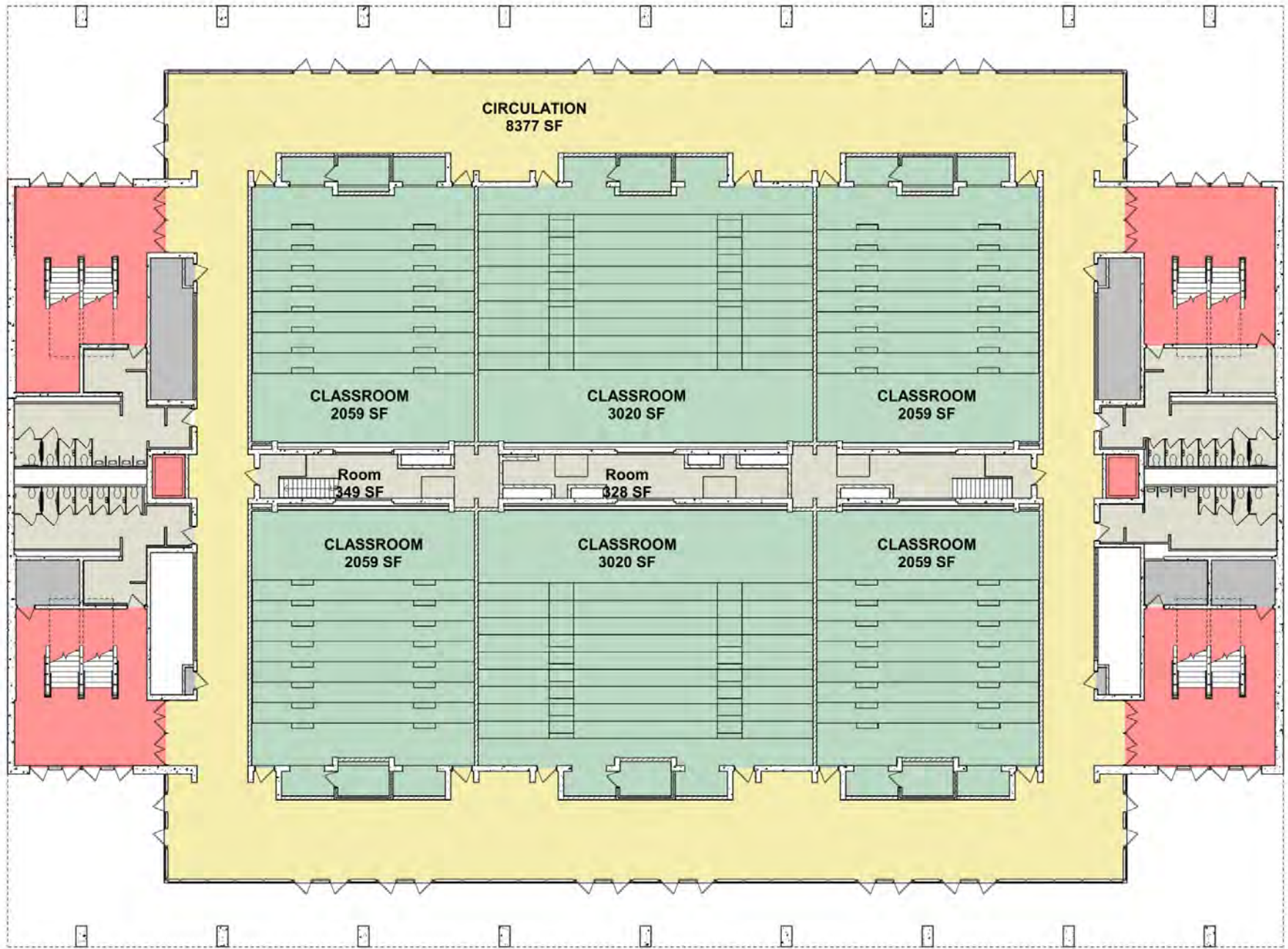


CAMPUS CORE



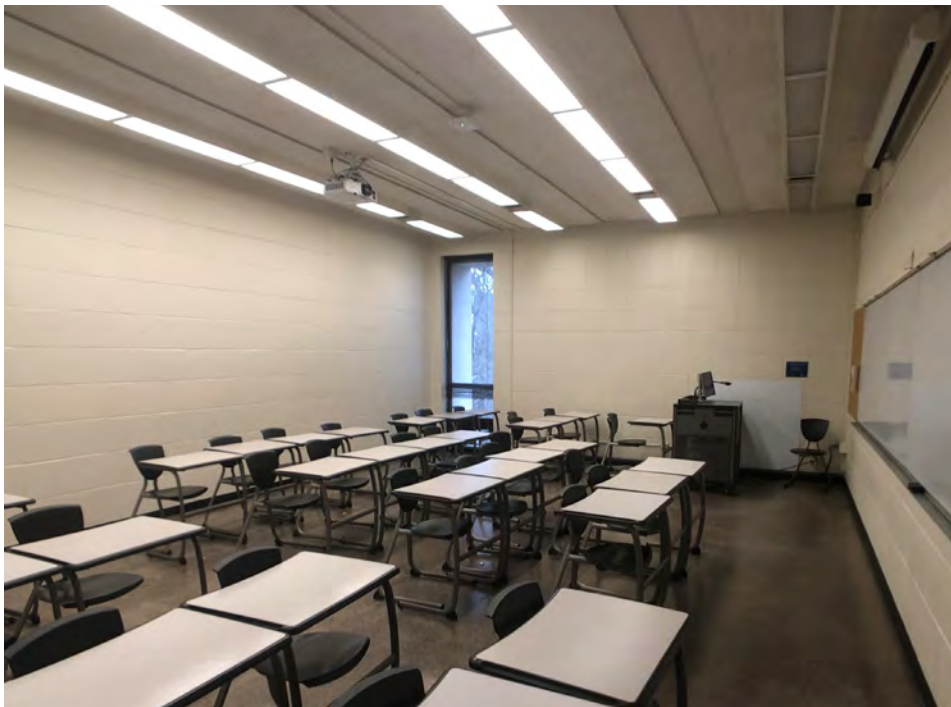
EXISTING CONDITIONS

FIRST FLOOR



EXISTING CONDITIONS

SECOND (& THIRD) LEVEL



EXISTING CONDITIONS

NO VISIBILITY INTO
CLASSROOMS

THE **HIGH SCHOOL** VIBE

VERY **LITTLE**
COLLABORATION OR
STUDY SPACE

MOST CLASSROOMS **NOT**
CONDUCTIVE TO ACTIVE
LEARNING



LEARNING OBJECTIVES

- 1 OPTIMIZE SCOPE.** Widening a project scope to include a deeper understanding of existing campus assets can provide key data that influences the approach to the project at hand.
- 2 OPTIMIZE BUDGET.** Early cost modeling & visioning gives clients a clear understanding of budget to prioritize needs during design and is a framework to guide decision making.
- 3 MAXIMIZE IMPACT.** Focus on the elements and implementation on items that have the largest effect on students to improve their learning experience.

1 OPTIMIZE SCOPE

Widening a project scope to include a deeper understanding of existing campus assets can provide key data that influences the approach to the project at hand.

THE NEED TO BE SPECIFIC

RULES OF THUMB, GENERIC METRICS AREN'T THE STARTING POINT

■ WHAT INFORMS THE PROGRAM?

- Is it one for one quantitative replacement?
- Projecting a future state?
- Is there room for adding student collaboration/study space?

■ WHAT ARE THE PEDAGOGICAL NEEDS?

- AV/IT updates
- Teaching & learning styles

■ WHAT IS THE CAMPUS-WIDE IMPACT OF TAKING DOWN WHITE HALL FOR CONSTRUCTION?

WHO?

- Office of the Registrar**
- Enrollment
- Provost
- Finance & Administration
- Campus Planning & Space Mgmt
- Planning Design & Construction
- Faculty Advising

UNDERSTANDING THE BIGGER PICTURE FIRST



How well are we using
our classrooms today?



How many classrooms
(and seats!) do we need
for current and future
enrollments?



How can we meet these
needs while improving
the physical learning
environments?

CLASSROOM UTILIZATION | MAIN CAMPUS

CURRENT STATE

Region	No. of Rooms	No. of Seats	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Seat Fill Rate	Hours
Academic Core	184	11,464	1,050	16.8	34	16.3	25.6	61%
Agriculture Campus	38	1,799	797	16.8	25	14.5	25.5	59%
Central Campus	27	901	848	25.4	18	10.5	15.8	71%
North Campus	26	597	505	22.0	15	10.9	13.4	69%
UK Healthcare Campus	56	3,380	996	16.5	22	5.1	7.4	52%
West Campus	24	884	685	18.6	15	8.4	16.7	45%
Wildcat Sports & Recreation	5	156	549	17.6	18	18.7	24.4	58%
Total No. of Rooms = 360		AVERAGE	929	17.4	27	13.3	20.5	60%
Total No. of Stations = 19,181		Total ASF	334,470					

CLASSROOM UTILIZATION | ACADEMIC CORE

CURRENT STATE

Building	No. of Rooms	No. of Seats	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Seat Fill Rate
Anderson Mech Eng	5	202	1,249	30.9	18	14.7	24.2	61%
Barker Hall	6	188	744	23.7	17	11.2	19.1	58%
Business Econ	22	1,765	1,824	22.7	48	18.9	32.2	60%
Chemistry-Physics	13	1,135	1,237	14.2	52	14.4	20.8	56%
F. Paul Anderson Tower	7	284	700	17.2	22	18.3	33.6	51%
Fine Arts Guignol	7	236	616	18.3	18	12.7	22.8	55%
Grehan Building	2	80	620	15.5	9	3.0	8.1	31%
Jacobs Science Building	14	968	1,505	21.8	45	24.6	35.0	71%
Kastle Hall	3	260	1,043	12.0	53	18.9	25.8	52%
King Library	2	244	665	5.5	10	1.0	12.5	21%
Lafferty Hall	2	121	983	16.2	27	10.4	24.7	42%
Little Fine Arts Library	7	230	672	20.5	15	12.8	18.8	56%
Main Building	2	48	575	24.0	0	0.0	0.0	0%
McVey Hall	4	84	720	34.3	6	4.2	4.1	45%
Memorial Hall	1	705	4,108	5.8	0	0.0	0.0	0%
Miller Hall	1	30	470	15.7	24	14.2	24.9	57%
Mining/Minerals Building	2	90	725	16.1	17	10.0	26.5	38%
Oliver H. Raymond CE	2	68	702	20.6	18	6.8	15.3	55%
Patterson Tower	11	311	476	16.8	18	16.1	24.4	64%
Pence Hall	3	160	923	17.3	25	10.5	10.0	52%
Research Facility #1	3	80	617	23.2	15	8.0	13.5	56%
Robotics Facility	2	92	1,360	29.6	25	12.9	20.5	56%
Slone Research Building	1	99	1,240	12.5	53	15.2	29.0	52%
T H Morgan Bio-Sci	5	599	1,265	10.6	61	15.3	16.4	58%
White Hall	57	3,385	913	15.4	40	20.2	29.6	66%

Total No. of Rooms = 184
Total No. of Stations = 11,464

AVERAGE
Total ASF
1,050
193,167

16.8

34

16.3

25.6

61%

CLASSROOM UTILIZATION – MAIN CAMPUS

CURRENT STATE

Time of Day	Monday		Tuesday		Wednesday		Thursday		Friday		Average	
	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use
8:00 AM	34	9%	73	20%	39	10%	74	20%	33	9%	51	14%
9:00 AM	168	45%	261	70%	173	46%	262	70%	137	37%	200	54%
10:00 AM	220	59%	266	71%	230	61%	262	70%	192	51%	234	63%
11:00 AM	223	60%	257	69%	236	63%	263	70%	190	51%	234	63%
12:00 PM	161	43%	264	71%	167	45%	266	71%	138	37%	199	53%
1:00 PM	194	52%	250	67%	203	54%	253	68%	146	39%	209	56%
2:00 PM	168	45%	221	59%	166	44%	228	61%	79	21%	172	46%
3:00 PM	144	39%	231	62%	136	36%	232	62%	27	7%	154	41%
4:00 PM	102	27%	131	35%	113	30%	131	35%	14	4%	98	26%
5:00 PM	58	16%	54	14%	61	16%	51	14%	1	0%	45	12%
6:00 PM	40	11%	67	18%	58	16%	60	16%	0	0%	45	12%
7:00 PM	25	7%	37	10%	35	9%	29	8%	0	0%	25	7%

Total classrooms = 374
(Darker colors indicate a large percentage of rooms are scheduled.)

CLASSROOM UTILIZATION – WHITE HALL

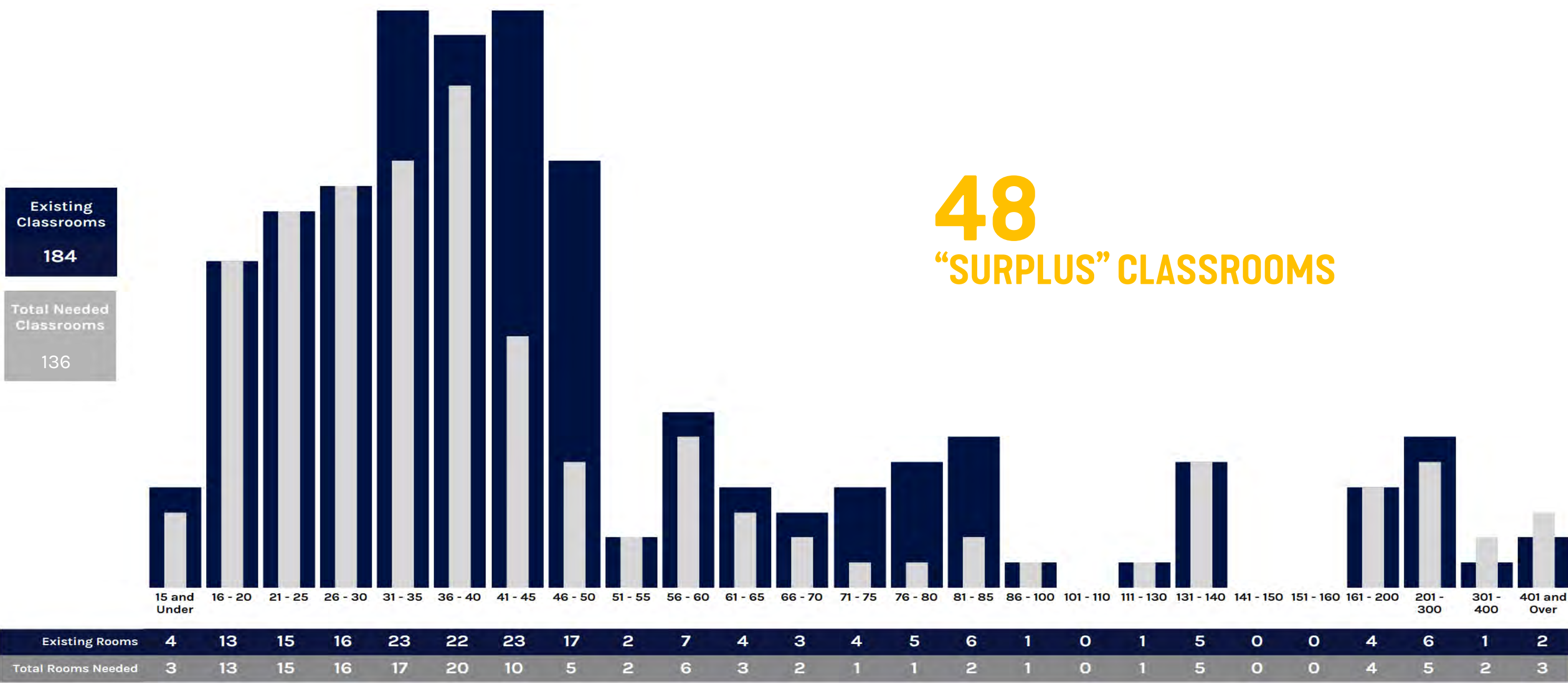
CURRENT STATE

Time of Day	Monday		Tuesday		Wednesday		Thursday		Friday		Average	
	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use
8:00 AM	8	14%	17	30%	8	14%	17	30%	6	11%	11	20%
9:00 AM	37	65%	56	98%	39	68%	57	100%	33	58%	44	78%
10:00 AM	48	84%	56	98%	53	93%	56	98%	49	86%	52	92%
11:00 AM	49	86%	56	98%	53	93%	56	98%	53	93%	53	94%
12:00 PM	41	72%	56	98%	45	79%	56	98%	43	75%	48	85%
1:00 PM	51	89%	56	98%	55	96%	56	98%	46	81%	53	93%
2:00 PM	36	63%	51	89%	32	56%	50	88%	20	35%	38	66%
3:00 PM	30	53%	53	93%	21	37%	51	89%	6	11%	32	56%
4:00 PM	18	32%	24	42%	13	23%	21	37%	0	0%	15	27%
5:00 PM	8	14%	4	7%	8	14%	6	11%	0	0%	5	9%
6:00 PM	4	7%	8	14%	6	11%	10	18%	0	0%	6	10%
7:00 PM	1	2%	6	11%	3	5%	6	11%	0	0%	3	6%

Total classrooms = 57
(Darker colors indicate a large percentage of rooms are scheduled.)

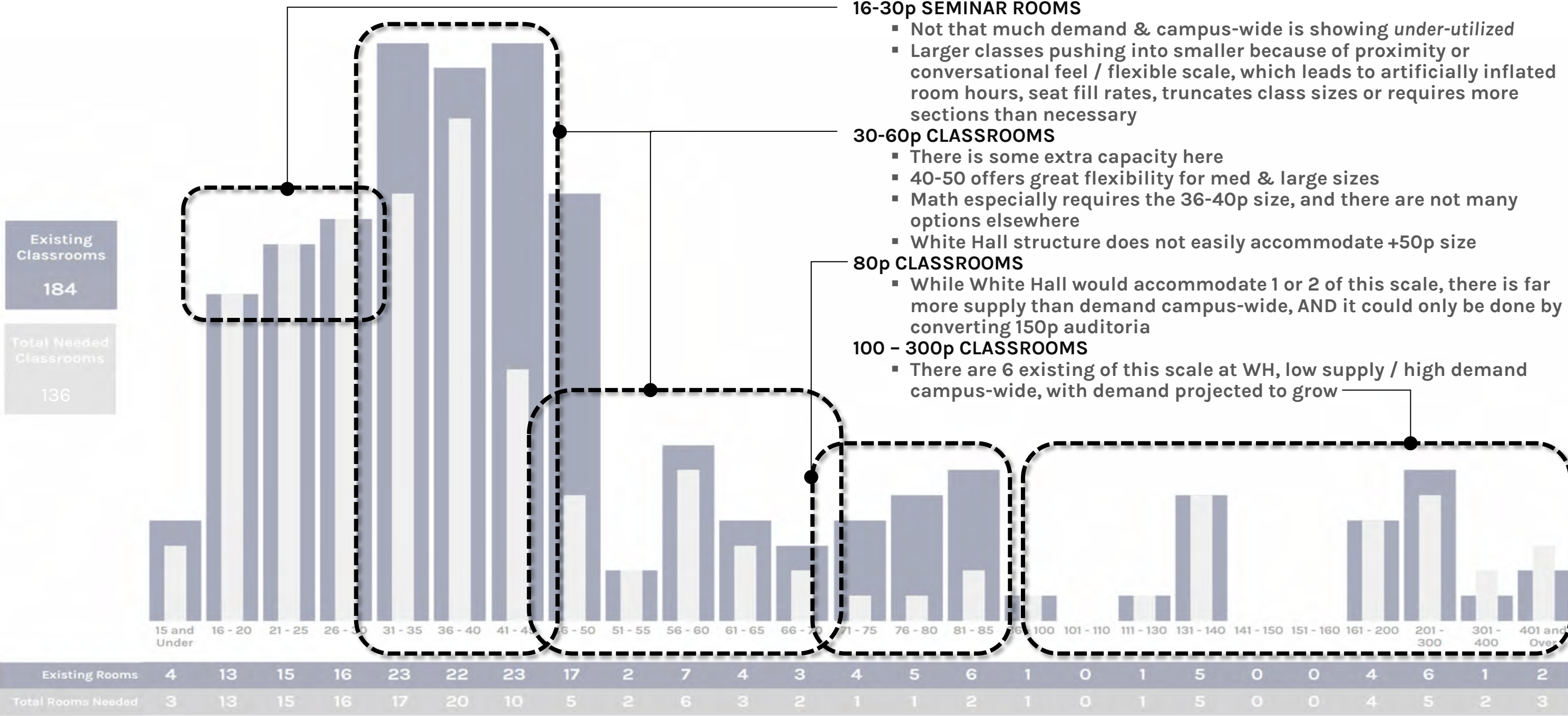
CLASSROOM MIX ANALYSIS FOR ACADEMIC CORE

CURRENT STATE | INCREASED UTILIZATION



CLASSROOM MIX ANALYSIS FOR ACADEMIC CORE

CURRENT STATE



ACADEMIC CORE – A MOVING TARGET



RUNNING SCENARIOS

BUSINESS AS USUAL | MAIN CAMPUS

Capacity Group	Current Existing	Current Needed	Current S/D		
15 and Under	29	23	6		
16 - 20	27	27	0		
21 - 25	34	29	5		
26 - 30	44	22	22		
31 - 35	46	26	20		
36 - 40	38	31	7		
41 - 45	30	30	0		
46 - 50	29	34	(5)		
51 - 55	4	8	(4)		
56 - 60	12	17	(5)		
61 - 65	4	8	(4)		
66 - 70	7	12	(5)		
71 - 75	6	11	(5)		
76 - 80	6	8	(2)		
81 - 85	6	8	(2)		
86 - 100	2	5	(3)		
101 - 110	1	3	(2)		
111 - 130	7	14	(7)		
131 - 140	7	10	(3)		
141 - 150	2	3	(1)		
151 - 160	1	2	(1)		
161 - 200	6	9	(3)		
201 - 300	9	13	(4)		
301 - 400	1	2	(1)		
401 and Over	2	3	(1)		
TOTALS	360	358	2		

RUNNING SCENARIOS

INCREASED UTILIZATION | MAIN CAMPUS

Capacity Group	Current Existing	Current Needed	Current S/D	S/D w/o White Hall	S/D w/o White Hall & Funkhouser
15 and Under	29	24	5	5	5
16 - 20	27	24	3	1	1
21 - 25	34	17	17	17	15
26 - 30	44	18	26	23	20
31 - 35	46	36	10	2	1
36 - 40	38	25	13	0	0
41 - 45	30	14	16	6	0
46 - 50	29	9	20	18	15
51 - 55	4	4	0	0	0
56 - 60	12	6	6	1	1
61 - 65	4	3	1	1	1
66 - 70	7	3	4	3	3
71 - 75	6	1	5	3	3
76 - 80	6	2	4	0	0
81 - 85	6	2	4	3	3
86 - 100	2	2	0	0	0
101 - 110	1	1	0	0	0
111 - 130	7	6	1	1	1
131 - 140	7	1	6	2	2
141 - 150	2	0	2	2	2
151 - 160	1	1	0	0	0
161 - 200	6	5	1	1	1
201 - 300	9	5	4	2	1
301 - 400	1	1	0	0	0
401 and Over	2	3	(1)	(1)	(1)
TOTALS	360	213	147	90	74

RUNNING SCENARIOS

YEAR 2027 & YEAR 2032 | ACADEMIC CORE

	Classroom Capacity Grouping	Year 2027					Year 2032					
		Existing Rooms	BAU Needed	S/D	Increased Util Needed	S/D	Existing Rooms	BAU Needed	S/D	Increased Util Needed	S/D	
	15 and Under	4	3	1	3	1	4	2	2	3	1	
	16 - 20	16	16	0	16	0	16	16	0	16	0	
	21 - 25	15	15	0	13	2	15	15	0	10	5	
	26 - 30	17	16	1	7	10	17	13	4	5	12	
	31 - 35	10	19	(9)	9	1	10	10	0	6	4	
	36 - 40	10	22	(12)	10	0	10	29	(19)	10	0	
	41 - 45	19	28	(9)	19	0	19	28	(9)	19	0	
	46 - 50	16	25	(9)	15	1	16	23	(7)	14	2	
	51 - 55	1	5	(4)	1	0	1	9	(8)	1	0	
	56 - 60	3	8	(5)	3	0	3	7	(4)	3	0	
	61 - 65	3	5	(2)	3	0	3	8	(5)	3	0	
	66 - 70	3	7	(4)	3	0	3	5	(2)	3	0	
	71 - 75	2	5	(3)	2	0	2	4	(2)	2	0	
	76 - 80	3	8	(5)	3	0	3	7	(4)	3	0	
	81 - 85	6	9	(3)	6	0	6	9	(3)	6	0	
	86 - 100	1	5	(4)	1	0	1	9	(8)	5	(4)	
	111 - 130	2	4	(2)	2	0	2	3	(1)	3	(1)	
	131 - 140	1	3	(2)	1	0	1	2	(1)	1	0	
	161 - 200	4	6	(2)	5	(1)	4	7	(3)	6	(2)	
	201 - 300	4	8	(4)	6	(2)	4	9	(5)	7	(3)	
	301 - 400	1	3	(2)	3	(2)	1	4	(3)	2	(1)	
	401 and Over	2	4	(2)	3	(1)	2	3	(1)	4	(2)	
	TOTALS	143	224	(81)	134	9	143	222	(79)	132	11	
					Informs other short-term renovations					Informs other long-term reno & new blds		

CLASSROOMS BY SIZE

11 FEWER CLASSROOMS



LEVEL 1

36 - 40	0
46 - 50	0
86-100	2
111-130	2
201 - 300	2
6	



LEVEL 2

36 - 40	20
46 - 50	2
86-100	0
111-130	0
201 - 300	0
22	

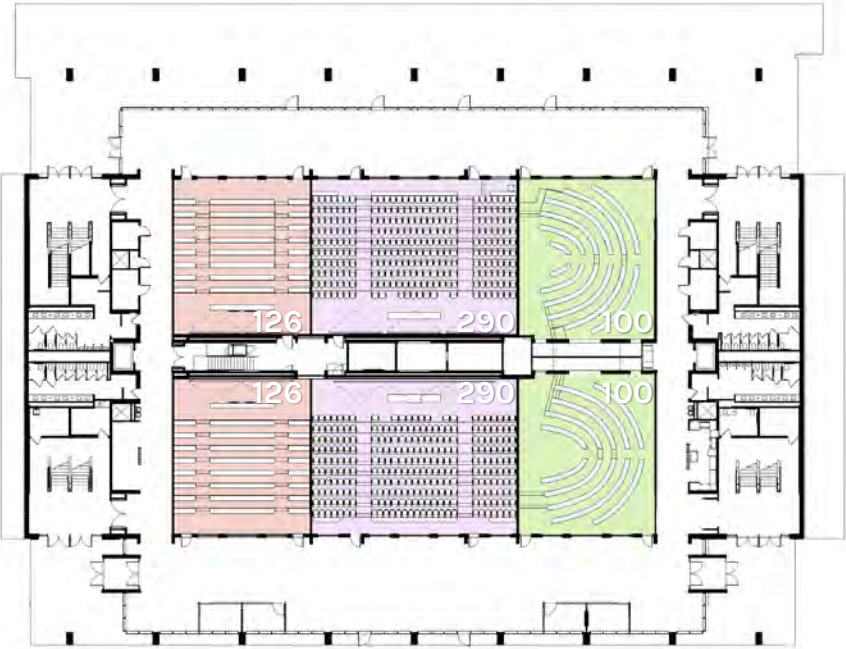


LEVEL 3

36 - 40	12	TOTAL
46 - 50	6	
86-100	0	
111-130	0	
201 - 300	0	
18		46

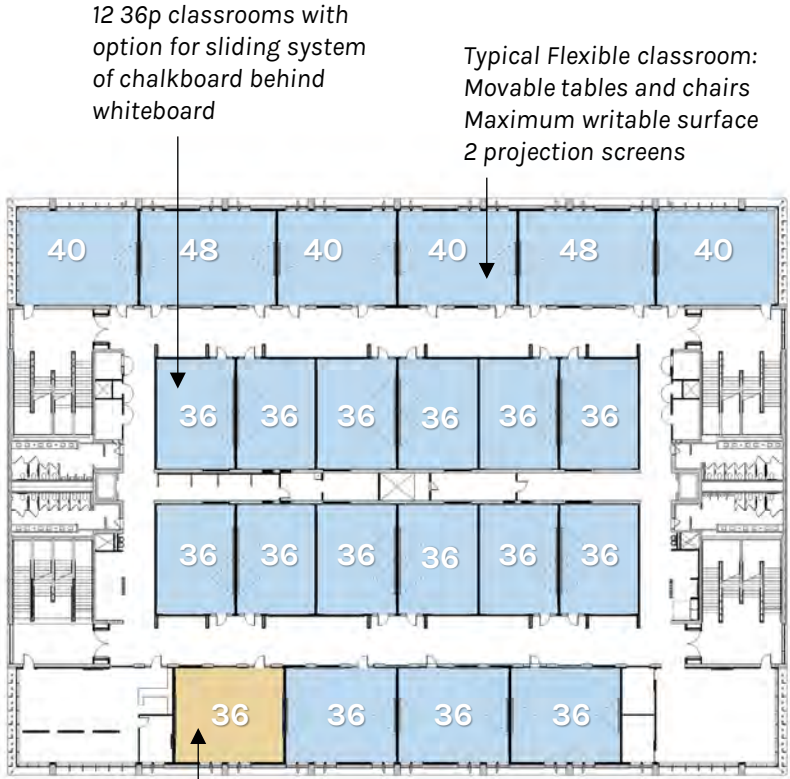
CLASSROOMS BY TYPE

FLEXIBILITY & COLLABORATION THROUGHOUT



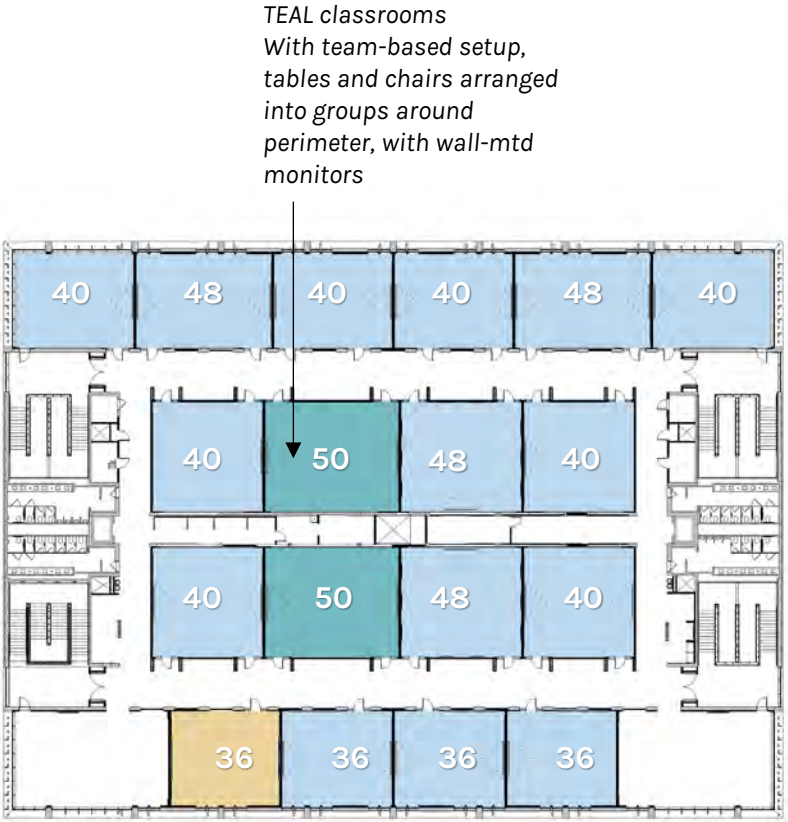
LEVEL 1

TEAL	0
AUDITORIUM	2
TIERED LECTURE	2
HORSESHOE	2
MEDIUM FLEXIBLE	0
FLEXIBLE	0



LEVEL 2

TEAL	0
AUDITORIUM	0
TIERED LECTURE	0
HORSESHOE	0
TECHNOLOGY FLEX	1
FLEXIBLE	21



LEVEL 3

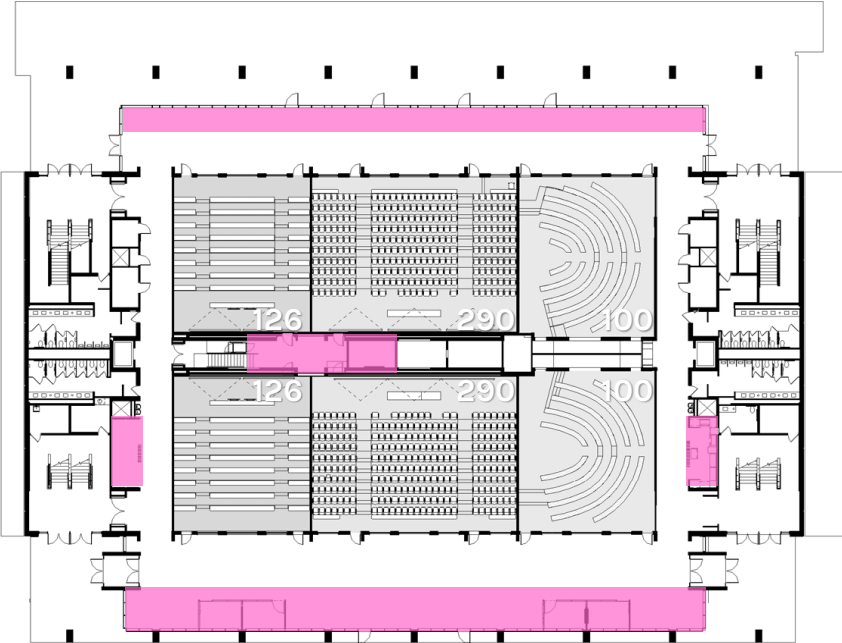
TEAL	2
AUDITORIUM	0
TIERED LECTURE	0
HORSESHOE	0
TECHNOLOGY FLEX	1
FLEXIBLE	15

TOTAL

TEAL	2
AUDITORIUM	2
TIERED LECTURE	2
HORSESHOE	2
TECHNOLOGY FLEX	2
FLEXIBLE	36
TOTAL	46

STUDENT COLLABORATION & STUDY

GROUP STUDY / OPEN STUDY / HUDDLE / INTERACTION / COLLAB / POWER BARS & BENCHES



LEVEL 1



LEVEL 2



LEVEL 3

0 ► 11%



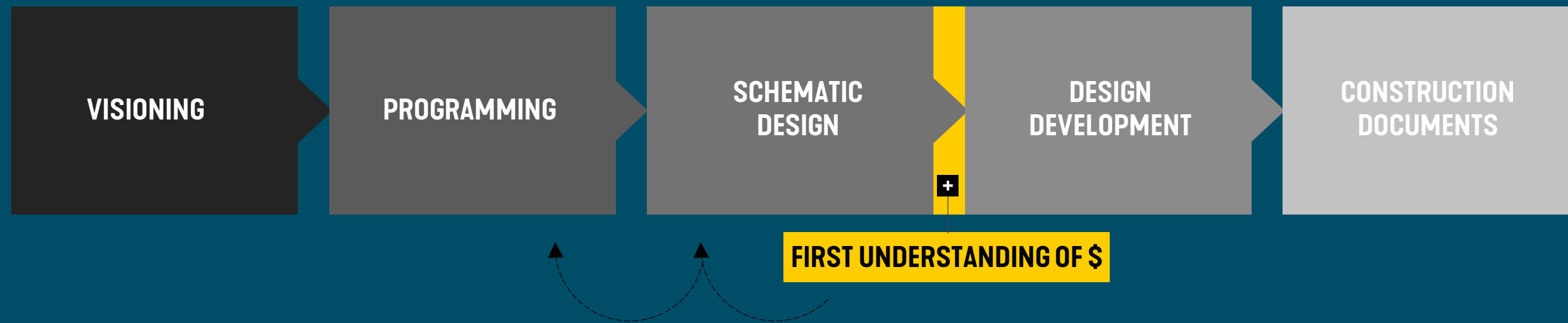
2

OPTIMIZE BUDGET

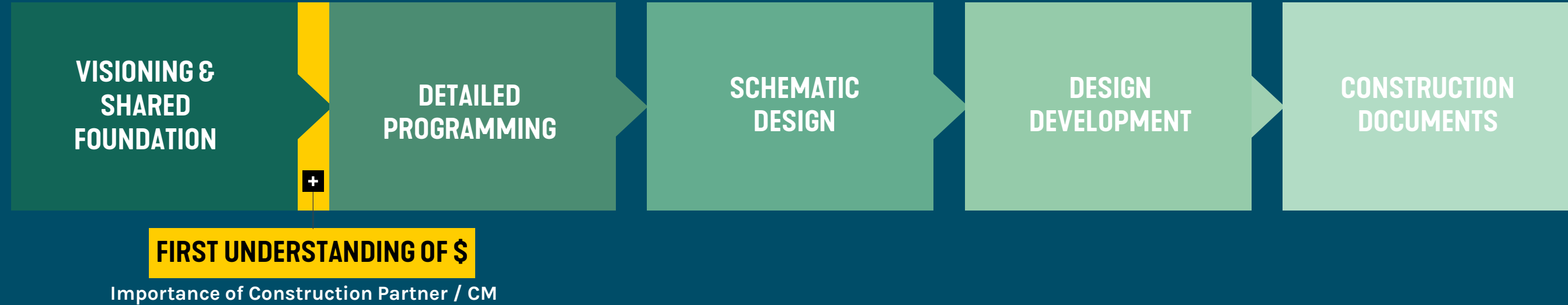
Early cost modeling & visioning gives clients a clear understanding of budget to prioritize needs during design and is a framework to guide decision making.

ACCELERATED UNDERSTANDING OF PROGRAM, DESIGN & COST

TRADITIONAL LINEAR PROCESS

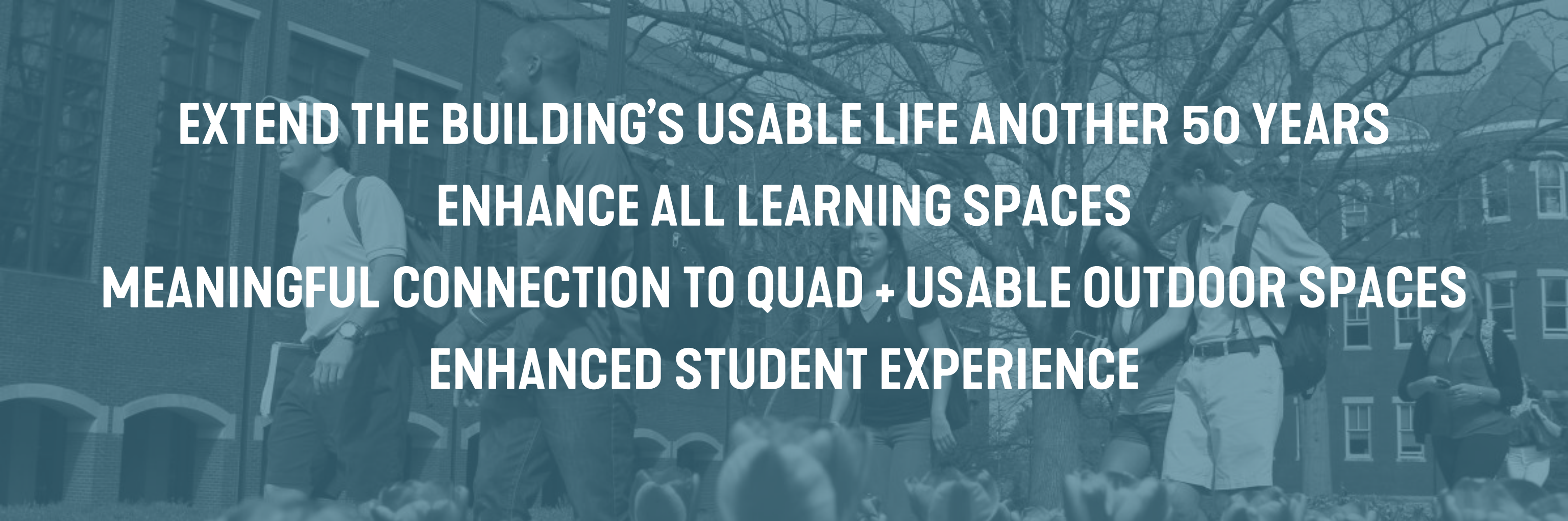


ACCELERATED, FRONT-LOADED PROCESS



ACCELERATED UNDERSTANDING OF PROGRAM, DESIGN & COST

VISIONING: A SHARED FOUNDATION



EXTEND THE BUILDING'S USABLE LIFE ANOTHER 50 YEARS
ENHANCE ALL LEARNING SPACES
MEANINGFUL CONNECTION TO QUAD + USABLE OUTDOOR SPACES
ENHANCED STUDENT EXPERIENCE

ACCELERATED UNDERSTANDING OF PROGRAM, DESIGN & COST

VISIONING: A SHARED FOUNDATION

ARCHITECTURE,
SYSTEMS,
INFRASTRUCTURE



Extend life another 50 years

SITE



Activate the Quad!

Usable outdoor spaces

PEDAGOGY
& INTERIOR
ENVIRONMENT



Enhance Student Experience

Enhance All Learning Spaces

ACCELERATED UNDERSTANDING OF PROGRAM, DESIGN & COST

BASELINE: ABSOLUTES TO GET BUILDING WHOLE AND EXTEND USABLE LIFE

SYSTEMS,
INFRASTRUCTURE
& CORE/SHELL

Architecture / Core & Shell / Envelope	
Replace all glass/glazing w/new & insul glass, shades	1,450,000
New Ext Doors (36)	260,000
Clean brick (no tuckpointing)	75,000
Repair cracks/spalling in concrete façade & refinish	115,000
Patch/Repair/Clean existing roof, replace flashing/copings	260,000
Refinish existing elevator cabs & update controls	100,000
Add accessibility lifts and stair modifications to Level 1	50,000
Replace 3 skylights damaged	7,200
Mechanical	
Replace Mechanical System in place w/ new & controls	9,000,000
New AHU's, VFD's in basement, HW/CW Pumps, VAV terminals w/reheat, all new ductwork, ducted return	
Fire Sprinklers throughout (incl. basement)(risers/fp exist)	2,000,000
Electrical & Telecom	
New Electrical System, incl Tx, MDP, Panels, Distribution	4,300,000
Replace all light fixtures with LED	1,900,000
Special / Fire Alarm, Security, Lightning, IT, Wifi, cabling	2,100,000
New stacked MDF/Elec rms inserted into empty shafts	75,000
LEED Certified	Incl.

SITE

Repair leaks at north plaza, stair & west planter (3 main areas), replace in-kind, basic landscape	430,000
New hardscape & landscape along south façade (up to but not incl promenade)	200,000

PEDAGOGY
& INTERIOR
ENVIRONMENT

All int spaces & classrooms updated finishes, including removing steps/platforms (new furn in soft costs)	3,400,000
All corridors – affect partitions and prepare for furn or millwork benches and bartops (pwer & wifi) with Strategic glass at corridors looking into classrooms	350,000
New AV throughout, incl room schedule	2,300,000
New ceilings throughout	1,700,000
Stairs	270,000
Clean/repair and reseal terrazzo	
Strategic mod to stair railings/infill and handrails	
Int Stair doors & hold-opens	
New wall finishes	
All other partitions btwn classrooms remain existing locations	
Basement work – includes abatement, new flooring, ceilings throughout, repainting walls and new overhead MEP distribution.	

ACCELERATED UNDERSTANDING OF PROGRAM, DESIGN & COST

DIALS: VARIABLES, OPTIONS

SYSTEMS,
INFRASTRUCTURE
& CORE/SHELL

Architecture / Core & Shell / Envelope	
Extend south lobby	245,000
Extend south lobby	210,000
Double width of all windows at upper floor classrooms	250,000
Introduce glass corners at L2, L3 (replace brick w/glazing)	100,700 / corner
Insulate exterior wall at inside face, concrete	(75,000)
Insulate exterior wall at inside face, brick	120,000
Insulate exterior wall outside cavity wall, new brick, flashg	600,000
Insulate and metal panel at ext soffits below occ space	125,000
Insulate edge of concrete slab at upper floors	25,000
New 15year Roof Assembly (Modi Bit) + Scupper Ovrflw	580,000
New 30year Roof Assembly (TPO) + Scupper Ovrflw	770,000
Replace Elevator cabs with new	230,000
Replace Elevator cabs with new and extend 1 to roof	320,000
Replace additional 13 skylights	31,200
Mechanical	
Move AHU under captured space, flat-floored classrms	350,000
Move AHU to Roof and add Penthouse	1,100,000
Electrical & Telecom	
New Generator replace in existing location	n/a
LEED Silver	1,700,000

SITE

Remove and replace entire north plaza pavers and insulation; replace with new IRMA and concrete pavers	275,000
Extend hardscape/landscape scope along south side to include promenade area and edge of quadrangle	220,000

PEDAGOGY
& INTERIOR
ENVIRONMENT

New Flat Floor Structure at Large Format Classrms	261,900 /room
New Collab Tier / ramping at Large Format Classrms	97,000 /room
Demo & New Partitions at L2, L3 to modify classroom sizes (incl greater %glass at corridor walls)	1,000,000
Millwork – built-in benches, counters	250,000

SCENARIOS

TARGET CONSTRUCTION COST BUDGET: \$54,000,000

BASELINE

Baseline adjustments to Building & Site, LEED Certified	30,342,200
Raw Trade Costs	\$30,342,200
Total Construction Cost	\$50,266,200

OUTSIDE-IN1

Baseline adjustments to Building & Site Leed Silver	\$30,342,200 -
Site/Infrastructure/Envelope Options	
Double width of all windows at upper floor classrooms	250,000
Introduce glass corners at L2, L3 (replace brick w/glazing)	402,800 4 corners
New 15year Roof Assembly (Modified Bitumen)	580,000
Replace Elevator cabs with new (DC opinion?)	320,000
Extend South Lobby	245,000
Move AHU to Roof and add Penthouse	1,100,000
Insulate Exterior Walls	-
Site	
Extend Site Improvements to quad	\$220,000
Pedagogy/Int Environment (Baseline only)	
	33,460,000
	\$55,138,445

INSIDE-OUT2

Baseline adjustments to Building & Site Leed Silver	\$52,466,500 -
Site/Infrastructure/Envelope Options	
Double width of all windows at upper floor classrooms	250,000
Introduce glass corners at L2, L3 (replace brick w/glazing)	-
New 15year Roof Assembly (Modified Bitumen)	-
Replace Elevator cabs with new (DC opinion?)	230,000
Extend South Lobby	-
Move AHU under captured space, flat-floored classrms	350,000
Site	
Extend Site Improvements to quad	-
Pedagogy/Int Environment	
New Flat Floor Structure at Large Format Classrms (2)	523,800
New Collab Tier / ramping at Large Format Classrms (2)	194,000
Demo & New Partitions at L2, L3 to modify classroom sizes	1,000,000
Added Millwork benches at corridors	250,000
	\$33,140,000
	\$54,638,375



3

MAXIMIZE IMPACT

Focus on the elements and implementation on items that have the **LARGEST EFFECT ON STUDENTS** to improve their learning experience.

HIGHLIGHTING STUDENT EXPERIENCE

ARCHITECTURE, SYSTEMS, INFRASTRUCTURE



Extend life another 50 years

- Place to be / identity
- Daylight & Visibility
- Comfort throughout day
- Accessibility

SITE



Activate the Quad!

- Visibility in and out
- Outdoor Learning & Social

PEDAGOGY & INTERIOR ENVIRONMENT



Enhance All Learning Spaces

- Collaboration & Study
- Room Educational Adequacy

EXISTING EXTERIOR





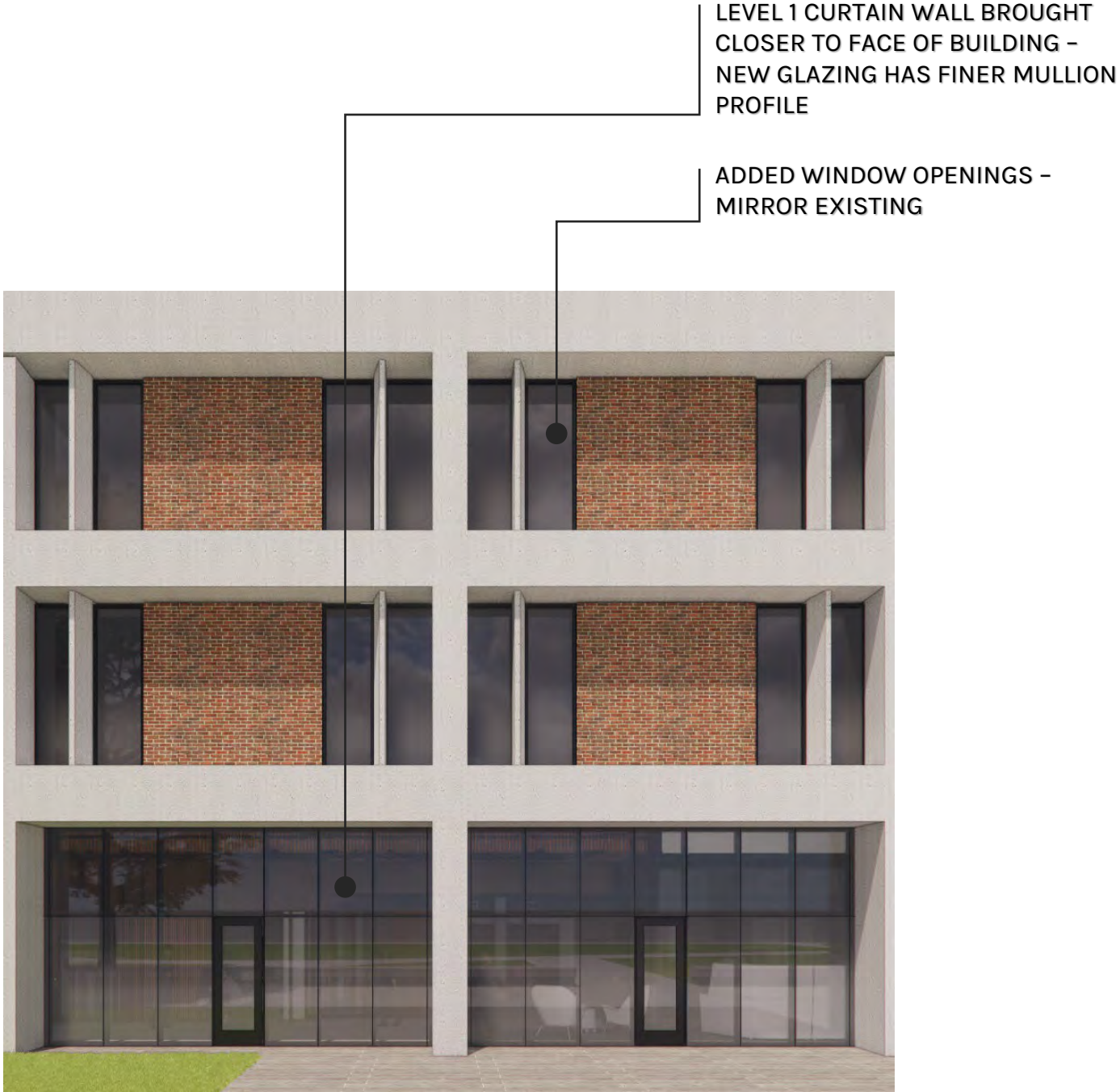
EXISTING EXTERIOR

DAYLIGHT TO CLASSROOMS

DOUBLE WINDOWS TO TYPICAL CLASSROOMS



EXISTING BUILDING MODULE



NEW BUILDING MODULE







CORNER BEACONS



CLEAR ENTRY



ACTIVATE EXTERIOR & QUAD

LEARNING & SOCIAL SPACES



EXISTING INTERIOR ENVIRONMENT





ACTIVE CORRIDORS

LEVEL 2 & 3



OPEN COLLABORATION

RECLAIMED MECHANICAL SPACE



EXISTING LEARNING SPACES

AUDITORIA



LARGE AUDITORIUM

300P



COLLABORATIVE TIER LECTURE ROOM

126P

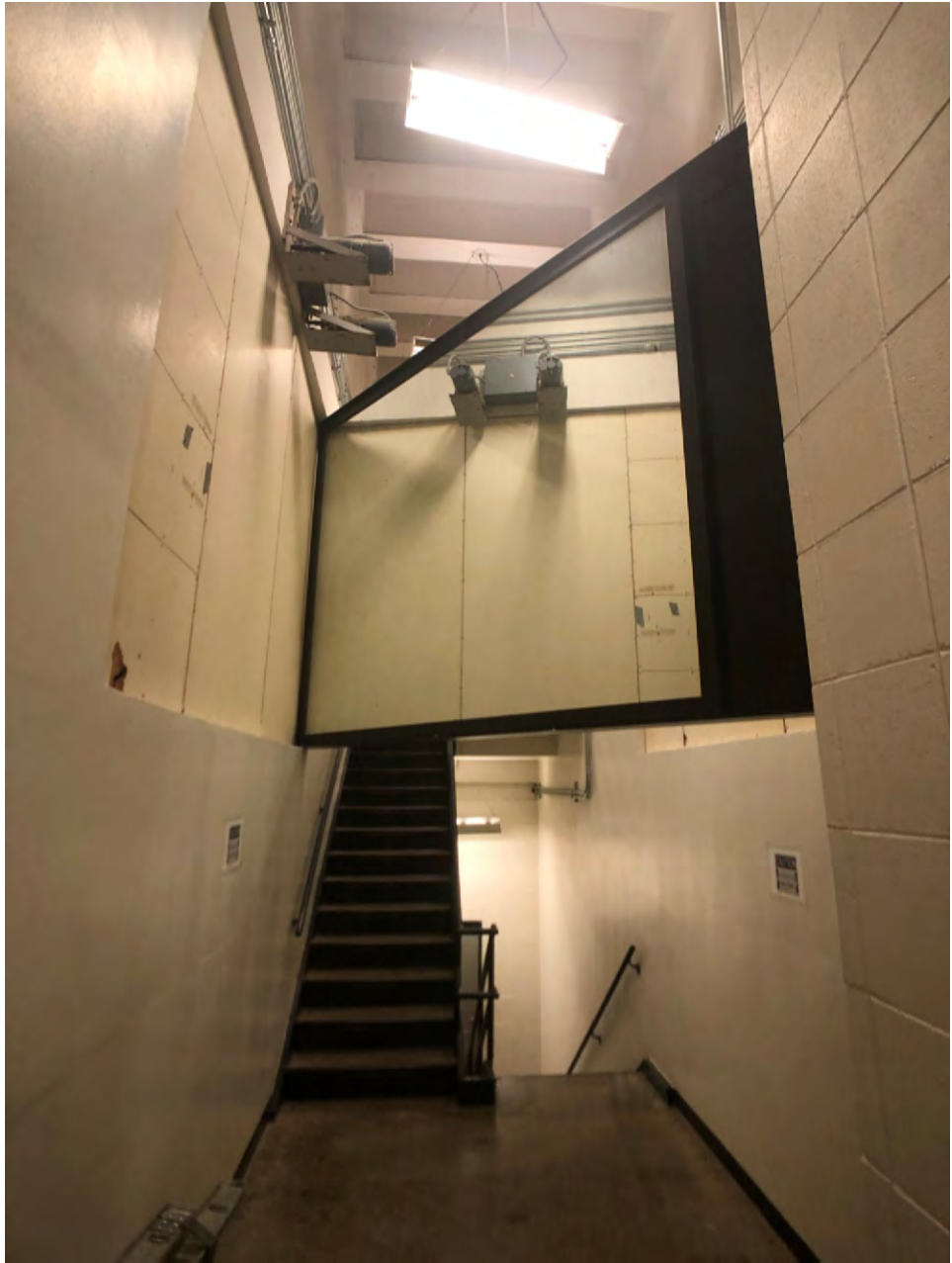
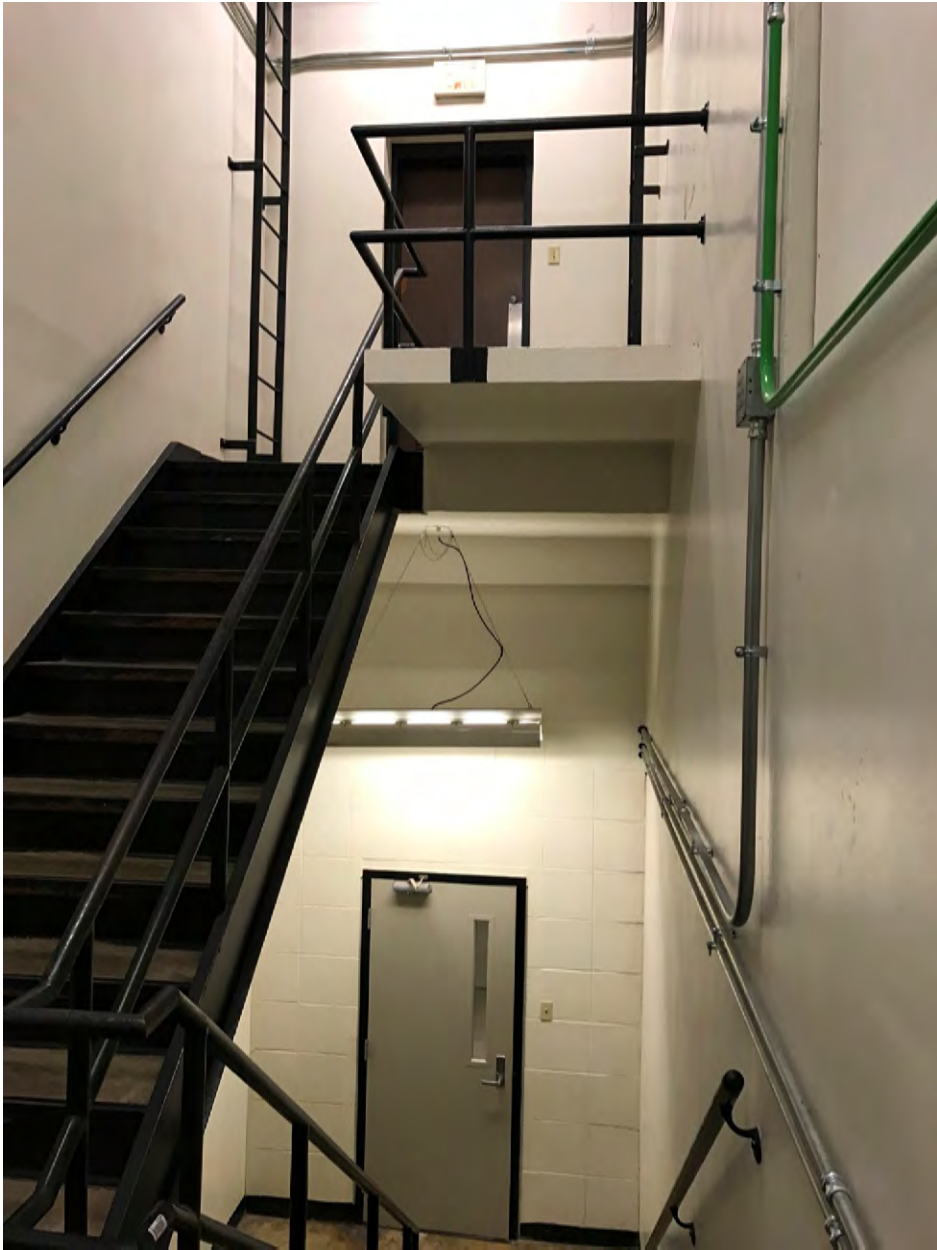


HORSESHOE CLASSROOM

100P



EXISTING SERVICE CORRIDORS



ACCESSIBILITY & INCLUSION

LEVEL 1



COLLABORATION AREA IN SPINE

LEVEL 2 & 3



FLEXIBLE 36-48P CLASSROOM

LEVEL 2 & 3



TECHNOLOGY FLEX CLASSROOM

LEVEL 2 & 3



TEAL CLASSROOM

LEVEL 3



COLLABORATION

LEVEL 2 & 3 CORNER COLORATION





OPTIMIZE SCOPE. OPTIMIZE BUDGET. MAXIMIZE IMPACT.

SMITHGROUP