

ARCHITECTURAL SERVICES WANTED

Applications for ARCHITECTURAL Services for the following projects will be accepted until **2:00 p.m., Wednesday, March 04, 2026.**

(Your attention is called to the 2:00 p.m. deadline -- exceptions **WILL NOT** be made). Applications shall be submitted on the standard LSB - 1 (September 2019 edition) only, with no additional pages attached. Please be sure to use an up-to-date copy of the form. These forms are available at the Office of Facility Planning and Control and on the Selection Board page of the Facility Planning & Control website at <https://www.doa.la.gov/doa/fpc/selection-boards/>. Do not attach any additional pages to this application. **Applications with attachments in addition to the pre-numbered sheets or otherwise not following this format will be discarded.** One fully completed signed copy of each application shall be submitted. The copy may be printed and mailed or printed and delivered or scanned in PDF format and e-mailed. Printed submittals shall not be bound or stapled. E-mailed PDF copies, as well as printed copies, shall be received by Facility Planning & Control within the deadline stated above. The date and time the e-mail is received in the Microsoft Outlook Inbox at Facility Planning & Control shall govern compliance with the deadline for e-mailed applications. Timely delivery by whatever means is strictly the responsibility of the applicant. By e-mailing an application the applicant assumes full responsibility for timely electronic delivery. **DO NOT** submit both printed and e-mail copies. Any application submitted by both means will be discarded.

1. Louis Collier Hall Science Building Replacement, Planning and Construction, Southern University-Shreveport, Shreveport, Louisiana, Project No. 19-618-20-01, F.19002369.

This project consists of the construction of a new Science Building (approximately 30,000 s.f.) to be located on the campus of Southern University-Shreveport in Shreveport, Louisiana. The facility is intended to support high-utilization, teaching-focused laboratory instruction aligned with SUSLA's science curriculum and its health and STEM career pathways. The scope will include, but is not limited to, common areas (entry lobby, waiting area, display area, vending, and drinking fountain area), academic spaces (general classrooms, laboratory classrooms, computer labs, skills labs, conference rooms, and faculty offices), and all associated circulation, restrooms, storage, utility spaces, and necessary mechanical, electrical, elevator (and equipment room), and IT spaces. Academic spaces will comprise properly sealed and isolated laboratories, secure chemical and biological materials storage, and building systems that protect occupants from hazardous and caustic chemicals used in instructional settings. The new building will be designed to fully meet ADA compliance, resolve persistent functional and performance limitations, and provide appropriate separation and containment strategies that reduce risk to students, faculty, and the public. The building should be organized around flexible teaching laboratories, a limited number of active-learning classrooms, robust lab support infrastructure, and student-centered collaboration/study spaces that reinforce persistence in gateway science courses. Site development will be a part of the project, including site preparation, drainage, parking, walkways, services access, site lighting, landscaping, security, and surveillance systems. All design including building structure, envelope, roof, all associated exterior and interior finishes, interior and exterior signage, mechanical, electrical power and lighting, plumbing with sprinkler, fire alarm, building controls management, security cameras, access control, and the infrastructure necessary for the installation and construction of these elements are to be included in the project. Furniture, fixtures, equipment and data/telephone will be provided under separate contracts, although coordination of these items and systems with the work will be necessary on the part of the Designer. The Percent for Art program will apply to this project, and the Designer will cooperate with the selected artist to incorporate the artwork into the design of the building. Refer to La. R.S. 25:900.1 for requirements. The Percent for Universal Design program will apply to this project. The Designer will identify and develop features that utilize universal design principles and incorporate them into the project. The cost of these features will be at least 2% of the estimated construction cost. Design services for this project will be limited to Program Completion, Schematic Design, Design Development and Construction Documents

Submittal (up to 55%) according to the Louisiana Capital Improvement Projects Procedure Manual for Design and Construction, 2020 Edition. The fee has been adjusted to account for this. At the owner's option the contract may be amended to include additional phases with the corresponding fee adjustment. The Designer is responsible for identifying and specifying any contractor provided and owner provided testing required for the project. If any owner provided testing laboratory services are required for the construction of the project, the Designer will obtain a minimum of three quotes for the engagement of a testing laboratory, with which the Designer will contract as a reimbursable expense. This project will require the services of an owner-contracted third-party Commissioning Agent. The Designer will be required to coordinate with this separately contracted party, and the participation and oversight of the third-party Commissioning Agent is to be expected in all phases of the project. The project will require that the Designer utilize total performance methodology to confirm compliance with the provisions of the Louisiana State Energy Conservation Code. The Designer will be required to provide the analysis as an additional service, through self-performance if qualified, or via consultant as a reimbursable expense. The Designer shall prepare and submit all required drawings to Facility Planning & Control in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$14,500,000.00** with a fee of approximately **\$581,282.00**. Contract design time is **425** consecutive calendar days; including **142** days review time. Thereafter, liquidated damages in the amount of **\$500.00** per day will be assessed. For questions related to the project please contact **Roy Dowling, Facility Planning & Control, roy.dowling@la.gov, (318) 840-0803**.

2. New Criminal Justice Building - Planning, Construction, and Equipment, Grambling State University, Grambling, Louisiana, Project No. 19-623-21-01, F.19002398.

The project consists of a new Criminal Justice Building (approximately 33,000 s.f.) to be located on the campus of Grambling State University in Grambling, Louisiana. The scope will include, but is not limited, to, common areas (entry lobby, waiting area, display area, vending, and drinking fountain area), academic spaces (general classrooms, graduate classrooms, computer labs, crime lab, library, and interview rooms), multi-purpose assembly areas (auditorium, and a multi-purpose/banquet room), faculty/staff spaces (department head, receptionist, conference rooms, print/copy and break area, facility offices, graduate student offices, and warming kitchen) and all associated circulation, restrooms, storage, utility spaces, and necessary mechanical, electrical, elevator (and equipment room) and IT spaces. Site development will be a part of the project, including site preparation, drainage, parking, walkways, services access, site lighting, landscaping, security, and surveillance systems. All design including building structure, envelope, roof, all associated exterior and interior finishes, interior and exterior signage, mechanical, electrical power and lighting, plumbing, with sprinkler, fire alarm, building controls management, security cameras, access control, and the infrastructure necessary for the installation and construction of these elements are to be included in the project. Furniture, fixtures, equipment and data/telephone will be provided under separate contracts, although coordination of these items and systems with the work will be necessary on the part of the Designer. The Percent for Art program will apply to this project, and the Designer will cooperate with the selected artist to incorporate the artwork into the design of the building. Refer to La R.S. 25:900.1 for requirements. The Percent for Universal Design program will apply to this project. The Designer will identify and develop features that utilize universal design principles and incorporate them into the project. The cost of these features will be at least 2% of the estimated construction cost. Design services for this project will be limited to the Program Completion, Schematic Design, Design Development and Submittal of Construction Documents (up to 55%) according to the Louisiana Capital Improvement Projects Procedure Manual for Design and Construction, 2020 Edition. The fee has been adjusted to account for this. At the owner's option the contract may be amended to include additional phases with the corresponding fee adjustment. The Designer is responsible for identifying and specifying any contractor provided and owner provided testing required for the project. If any owner provided testing laboratory services are required for the construction of the project, the Designer will obtain a minimum of three quotes for the engagement of a testing laboratory, with which the Designer will contract as a reimbursable expense. This project will require the services of an owner contracted third-party Commissioning Agent. The Designer will be required to coordinate with this separately contracted party, and the participation and oversight of the third-party Commissioning Agent is to be expected in all phases of the project. The project will require that the

Designer utilize total performance methodology to confirm compliance with the provisions of the Louisiana State Energy Conservation Code. The Designer will be required to provide the analysis as an additional service, through self-performance if qualified, or via consultant as a reimbursable expense. The Designer shall prepare and submit all required drawings to Facility Planning & Control in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$12,500,000.00** with a fee of approximately **\$460,226.00**. Contract design time is **425** consecutive calendar days; including **142** days review time. Thereafter, liquidated damages in the amount of **\$300.00** per day will be assessed. For questions related to the project please contact **Joseph Partain, Facility Planning & Control, joe.partain@la.gov, (318) 840-0808**.

3. Renewable and Natural Resources Building Repairs, Exterior and Foundation Repairs and Weatherization, Louisiana State University, Baton Rouge, Louisiana, Project No. 19-607-20-01, F.19002670.

This project consists of repairs to the exterior building facades and foundation of the Renewable and Natural Resources Building located on the Louisiana State University campus in Baton Rouge. The exterior brick veneer and foundation were inspected, and the following issues were observed: numerous cracks in the masonry veneer wall and at the base of the parapet wall, an apparent foundation subsidence at one corner of the building, visible separation in the exterior masonry vertical expansion joints and water intrusion in various locations along the exterior vertical façade. The scope includes, but is not limited to, the weatherization and repair to the existing building envelope system, installation of new windows and doors, removal and replacement of roof coping and flashing as needed, replacement of the exterior light fixtures, repair/replacement of the existing deteriorated walkway cover/ building overhang awning, and replacement of exterior electrical devices as needed. Design services for this project will be limited to Program Completion, Schematic Design, Design Development and Construction Documents Submittal (up to 55%) according to the Louisiana Capital Improvement Projects Procedure Manual for Design and Construction, 2020 Edition. The fee has been adjusted to account for this. At the owner's option the contract may be amended to include additional Phases with the corresponding fee adjustment. The Designer shall retain an accredited LDEQ Asbestos Inspector to complete an inspection of all suspect building materials that will be removed/impacted by this project as a reimbursable expense. If any materials are found to contain asbestos, the Designer shall provide, as part of their basic services, an accredited LDEQ Asbestos Designer to design the asbestos abatement specifications. If asbestos air monitoring will be required during abatement activities, the Designer will obtain an air monitoring firm as a reimbursable expense. The Designer will survey the site for other hazardous materials and include in the specifications. If lead-based paint or mold inspections are required these will be provided as a reimbursable expense. If any materials are found to contain lead-based paint or mold, the Designer shall provide, as part of their basic services, an industrial hygienist to design the abatement specifications. The Designer is responsible for identifying and specifying any contractor provided and owner provided testing required for the project. If any owner provided testing laboratory services are required for the construction of the project, the Designer will obtain a minimum of three quotes for the engagement of a testing laboratory, with which the Designer will contract as a reimbursable expense. The Designer shall prepare and submit all required drawings to Facility Planning & Control in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$2,650,000.00** with a fee of approximately **\$125,686.00**. Contract design time is **270** consecutive calendar days; including **90** days review time. Thereafter, liquidated damages in the amount of **\$150.00** per day will be assessed. For questions related to the project please contact **Jeffrey Bates, Facility Planning & Control, jeffrey.bates@la.gov, (225) 342-3880**.

4. Third Floor Offices Renovation, Building 35, Jackson Barracks, New Orleans, Louisiana, Project No. LA26-A-021, N/A.

This project consists of complete interior renovation work on the third floor of building 35 at Jackson Barracks. The building was opened in 1993 and the third floor area to be renovated is approximately 23,450 s.f. The project scope includes, but is not limited to, demolition of existing interior office and conference type spaces, renovations to existing latrine spaces as required, new office construction (approximately 40), new common

work spaces to serve approximately 43, break room, storage, meeting rooms and associated spaces, code improvements as required, new interior finishes and MEP system replacement/improvements as required. All design including building structure, envelope, roof, all associated exterior and interior finishes, interior and exterior signage, mechanical, electrical power and lighting, plumbing, with sprinkler, fire alarm, building controls management, security cameras, access control, and the infrastructure necessary for the installation and construction of these elements are to be included in the project. Design and construction of the project shall follow the Louisiana National Guard Guiding Principles, BABA and NG Pam 415-12; as well as all applicable local, state and federal codes. The Design will include all investigative site surveys as necessary including, but not limited to, topographic, geotechnical, survey, drainage and other investigations as required. Design and construction will take into account that the building may remain occupied for the duration of the project. Investigative services may be authorized as an increase to the Designer's fee. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. The Designer shall retain an accredited LDEQ Asbestos Inspector to complete an inspection of all suspect building materials that will be removed/impacted by this project as a reimbursable expense. If any materials are found to contain asbestos, the Designer shall provide, as part of their basic services, an accredited LDEQ Asbestos Designer to design the asbestos abatement specifications. If asbestos air monitoring will be required during abatement activities, the Designer will obtain an air-monitoring firm as a reimbursable expense. The Designer will survey the site for other hazardous materials and include in the specifications. If lead-based paint or mold inspections are required these will be provided as a reimbursable expense. If any materials are found to contain lead-based paint or mold, the Designer shall provide, as part of their basic services, an industrial hygienist to design the abatement specifications. Design services shall be limited to the Program Completion through Bidding Phases (65% of basic services). At the owner's option, the design contract may be amended to include additional phases of basic design and supervision services with the corresponding fee and design time adjustment. This project will be administered by the Military Department and applicants should be thoroughly familiar with their requirements and procedures before submitting an application. Any questions about these requirements and procedures should be directed to the Military Department. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$1,400,000.00** with a fee of approximately **\$78,964.00**. Contract design time is **120** consecutive calendar days; including **40** days review time. Thereafter, liquidated damages in the amount of **\$125.00** per day will be assessed. For questions related to the project please contact **Laura Cooper, Military, laura.h.cooper2.nfg@army.mil, (504) 278-8627**.

5. Roof and Windows Replacement, Camp Villere Readiness Center, Slidell, Louisiana, Project No. LA26-A-019, N/A.

This project consists of complete roof and window replacement at the Camp Villere Readiness Center. The 1978 Readiness Center is approximately 16,070 s.f. The project scope includes, but is not limited to, removal of the existing flat roof system, installation of new insulated sloped metal roofing system and new supporting structure with gutters and downspouts as required, relocating existing rooftop HVAC units and adjusting HVAC systems as necessary, and removal and replacement of existing window systems with new aluminum storefront systems. Design and construction of the project shall follow the Louisiana National Guard Guiding Principles, BABA and NG Pam 415-12 as well as all applicable local, state and federal codes. Design and construction will take into account that the building may remain occupied for the duration of the project. Investigative services may be authorized as an increase to the Designer's fee. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. The Designer shall retain an accredited LDEQ Asbestos Inspector to complete an inspection of all suspect building materials that will be removed/impacted by this project as a reimbursable expense. If any materials are found to contain asbestos, the Designer shall provide, as part of their basic services, an accredited LDEQ Asbestos Designer to design the asbestos abatement specifications. If asbestos air monitoring will be required during abatement activities, the Designer will obtain an air-monitoring firm as a reimbursable expense. The Designer will survey the site for other hazardous materials and include in the specifications. If lead-based paint or mold inspections are required these will be provided as a reimbursable expense. If any materials are found to contain lead-based paint or mold, the

Designer shall provide, as part of their basic services, an industrial hygienist to design the abatement specifications. Design services shall be limited to the Program Completion through Bidding Phases (65% of basic services). At the owner's option, the design contract may be amended to include the additional phases of basic design and supervision services with the corresponding fee and design time adjustment. This project will be administered by the Military Department and applicants should be thoroughly familiar with their requirements and procedures before submitting an application. Any questions about these requirements and procedures should be directed to the Military Department. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$1,300,000.00** with a fee of approximately **\$67,063.00**. Contract design time is **120** consecutive calendar days; including **40** days review time. Thereafter, liquidated damages in the amount of **\$100.00** per day will be assessed. For questions related to the project please contact **Laura Cooper, Military, laura.h.cooper2.nfg@army.mil, (504) 278-8627.**

6. Natchitoches Readiness Center Sustainment, Natchitoches, Louisiana, Project No. LA26-A-020, N/A.

This project consists of complete interior and exterior sustainment work at the Natchitoches Readiness Center. The 1963 Readiness Center is approximately 17,180 s.f. and the project scope includes, but is not limited to, renovation of interior offices, kitchen, classroom, storage, latrines, drill hall and associated spaces, replacement of interior and exterior openings, repairs to exterior facade, code improvements as required, new interior finishes and MEP system improvements. All design including building structure, envelope, roof, all associated exterior and interior finishes, interior and exterior signage, mechanical, electrical power and lighting, plumbing, with sprinkler, fire alarm, building controls management, security cameras, access control, and the infrastructure necessary for the installation and construction of these elements are to be included in the project. Design and construction of the project shall follow the Louisiana National Guard Guiding Principles, BABA and NG Pam 415-12, as well as all applicable local, state and federal codes. The Design will include all investigative site surveys as necessary including, but not limited to, topographic, geotechnical, survey, drainage and other investigations as required. Design and construction will take into account that the building may remain occupied for the duration of the project. Investigative services may be authorized as an increase to the Designer's fee. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. The Designer shall retain an accredited LDEQ Asbestos Inspector to complete an inspection of all suspect building materials that will be removed/impacted by this project as a reimbursable expense. If any materials are found to contain asbestos, the Designer shall provide, as part of their basic services, an accredited LDEQ Asbestos Designer to design the asbestos abatement specifications. If asbestos air monitoring will be required during abatement activities, the Designer will obtain an air-monitoring firm as a reimbursable expense. The Designer will survey the site for other hazardous materials and include in the specifications. If lead-based paint or mold inspections are required these will be provided as a reimbursable expense. If any materials are found to contain lead-based paint or mold, the Designer shall provide, as part of their basic services, an industrial hygienist to design the abatement specifications. Design services shall be limited to the Program Completion through Bidding Phases (65% of basic services). At the owner's option, the design contract may be amended to include the additional phases of basic design and supervision services with the corresponding fee and design time adjustment. This project will be administered by the Military Department and applicants should be thoroughly familiar with their requirements and procedures before submitting an application. Any questions about these requirements and procedures should be directed to the Military Department. The Designer shall prepare and submit all required drawings to the Military in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$1,300,000.00** with a fee of approximately **\$73,769.00**. Contract design time is **120** consecutive calendar days; including **40** days review time. Thereafter, liquidated damages in the amount of **\$125.00** per day will be assessed. For questions related to the project please contact **Laura Cooper, Military, laura.h.cooper2.nfg@army.mil, (504) 278-8627.**

7. Roof Replacement, Basic Science Building L, Louisiana State University Pennington Biomedical Research Center, Baton Rouge, Louisiana, Project No. 19-671-22-01, F.19002493; 01-107-24-03, F.01004762 (Supplement).

This project consists of, but is not limited to, the removal and replacement of the approximately 46,000 s.f. roof on the 5-Story Building L, located on the Pennington Campus in Baton Rouge. The scope includes the removal of the existing 22 year old cold tar pitch/gravel ballast roof system down to the existing structural concrete roof deck, installation of un-tapered & tapered polyisocyanurate (polyiso) insulation and cover board as required to comply with energy codes (R-Value) and to achieve positive drainage, installation of pre-finished metal and liquid flashings, temporary removal and re-installation of existing roof drain clamping ring and strainer baskets (replace broken units as required), and installation of a State of LA approved 2-Ply SBS Modified Bitumen (cold-applied) 20 year warranty roofing system. The Designer shall be responsible for evaluating and confirming the existing roof deck type and condition, its capability to accept the new roofing system, as well as to verify that no water is migrating to the interior of the building. Design will include replacements (and/or adjustments as required) to rooftop equipment curbs, and supports for rooftop-mounted items (pipe, conduit, HVAC lines, lightning protection to be temporarily removed and reinstalled, etc.). A roof hatch currently accesses the main roof. OSHA ladders shall be installed for access on the individual and penthouse roofs. The building will remain occupied during the design and construction of the project, with construction coordinated and scheduled with the user agency to minimize impact to the occupants. The Designer shall retain an accredited LDEQ Asbestos Inspector to complete an inspection of all suspect building materials that will be removed/impacted by this project as a reimbursable expense. If any materials are found to contain asbestos, the Designer shall provide, as part of their basic services, an accredited LDEQ Asbestos Designer to design the asbestos abatement specifications. If asbestos air monitoring will be required during abatement activities, the Designer will obtain an air-monitoring firm as a reimbursable expense. The Designer will survey the site for other hazardous materials and include in the specifications. If lead-based paint or mold inspections are required these will be provided as a reimbursable expense. If any materials are found to contain lead-based paint or mold, the Designer shall provide, as part of their basic services, an industrial hygienist to design the abatement specifications. The Designer shall prepare and submit all required drawings to Facility Planning & Control in AutoCAD and hard copy. Drawings shall follow the format specified in the "Instructions to Designers for AutoCAD Drawings Submittal". The available funds for construction (AFC) are approximately **\$1,150,000.00** with a fee of approximately **\$92,196.00**. Contract design time is **90** consecutive calendar days; including **30** days review time. Thereafter, liquidated damages in the amount of **\$125.00** per day will be assessed. For questions related to the project please contact **Lyle Savant, Facility Planning & Control, lyle.savant@la.gov, (225) 219-1154**.

GENERAL REQUIREMENTS APPLICABLE TO ALL PROJECTS:

Applicants are advised that design time ends when the Documents are "complete, coordinated and **ready for bid**" as stated in to Article 3.3.1 (4) of the Capital Improvements Projects Procedure Manual for Design and Construction. Documents will be considered to be "complete, coordinated and ready for bid" only if the advertisement for bid can be issued with no further corrections to the Documents. Design time will not necessarily end at the receipt of the initial Construction Documents Phase submittal by Facility Planning and Control. Any re-submittals required to complete the documents will be included in the design time.

In addition to the statutory requirements, professional liability insurance covering the work involved will be required in an amount specified in the following schedule. This will be required at the time the Designer's contract is signed. Proof of coverage will be required at that time.

SCHEDULE

LIMITS OF PROFESSIONAL LIABILITY

<u>Construction Cost</u>	<u>Limit of Liability</u>
\$0 to \$10,000,000	\$1,000,000
\$10,000,001 to \$20,000,000	\$1,500,000
\$20,000,001 to \$50,000,000	\$3,000,000
Over \$50,000,000	To be determined by Owner

Applicant firms should be familiar with the above stated requirements prior to application. The firm(s) selected for the project(s) will be required to sign the State's standard Contract Between Owner and Designer. When these projects are financed either partially or entirely with Bonds, the award of the contract is contingent upon the sale of bonds or the issuance of a line of credit by the State Bond Commission. The State shall incur no obligation to the Designer until the Contract Between Owner and Designer is fully executed.

Firms will be expected to have all the expertise necessary to provide all architectural services required by the Louisiana Capital Improvement Projects Procedure Manual for Design and Construction for the projects for which they are applying. Unless indicated otherwise in the project description, there will be no additional fee for consultants.

Facility Planning and Control is a participant in the Small Entrepreneurship Program (the Hudson Initiative) and applicants are encouraged to consider participation. Information is available from the Office of Facility Planning and Control or on its website at <https://www.doa.la.gov/doa/fpc/>.

Applications shall be delivered or mailed or emailed to:
LOUISIANA ARCHITECTURAL SELECTION BOARD
c/o FACILITY PLANNING AND CONTROL

E-Mail:

selection.board@la.gov

Use this e-mail address for applications only. Do not send any other communications to this address.

Mail:

Post Office Box 94095

Baton Rouge, LA 70804-9095

Deliver:

1201 North Third Street

Claiborne Office Building

Seventh Floor, Suite 7-160

Baton Rouge, LA 70802

The meeting date for the Louisiana Architectural Selection Board is **Wednesday, March 18, 2026 at 10:00 AM** in room **1-100 Louisiana Purchase Room** of the Claiborne Building, 1201 North Third Street, Baton Rouge, LA 70802.

If you have a disability and would like to request an accommodation in order to participate in this meeting, please contact Cheryl Schilling at Cheryl.Schilling@la.gov or (225) 342-6060 as soon as possible but no later than 48 hours before the scheduled meeting.