City of

Appleton Public Library

Response to Request for Proposals for
Architectural and Engineering Services

Skidmore, Owings & Merrill
04 February 2021
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Dear Mr. Gazza and Members of the Selection Committee:

The City of Appleton has the opportunity to do something extraordinary to enrich the community through the creation of a 21st century library. Inspired by your goal of a re-imagined library that will be infused with the spirit of this community and be a source of inspiration and pride for all those who call Appleton home, Skidmore, Owings & Merrill (SOM) would be honored to partner with you on this significant project.

Our team has enjoyed learning about your project and gained a deeper understanding during our site visit in January. In listening to you, we've identified several major goals for the new library including: establish a nucleus for Appleton; feature upgraded, state-of-the-art technology; employ sustainable, energy efficient strategies; foster a welcoming and safe environment; lead an inclusive, community-driven process; and craft flexible, adaptable spaces. To bring your vision to life, we have assembled a team with the passion and knowledge with the following qualifications:

- We bring a **global perspective** with **Midwest roots**. Based in Chicago and Wisconsin, our team is available at a moment's notice. SOM has experience working in Wisconsin, most recently on the Mulva Cultural Center in De Pere, and has engaged Appleton-based civil engineering firm raSMith to bring their deep knowledge of local codes and regulations.
- We have an impressive portfolio of **transformational libraries** and civic spaces. Our team has designed some of the most well-loved facilities by the communities they serve.
- Our team genuinely **enjoys working together** and was thoughtfully curated based on previous successful collaborations.
- We believe that design outcomes are deeply influenced through the course of design, and are committed to engaging a **wide range of voices** and an **inclusive process**.
- We pride ourselves on the ability to **deliver projects on-time** and **on-budget**. Our interdisciplinary approach and technical expertise allow us to work quickly and efficiently.

We have thoroughly reviewed the terms and conditions outlined in the RFP and have included a list of exceptions in the "additional information" section of our proposal, for which we request further discussion. We trust SOM and the City of Appleton can reach mutually acceptable terms, as we have done so in good faith on all of our projects.

It would be an honor to support the library and its mission through architecture by designing a civic gem for the next generation and an extraordinary place of education and culture.

With sincere gratitude for the opportunity,

Adam Semel
Partner, Skidmore, Owings & Merrill
Executive Summary

This is an exciting moment for the city of Appleton to build on its enduring civic and community service with a next generation library that will serve as the beating heart and nucleus of a diverse community.

To undertake this transformative project, Appleton needs a trusted design partner with broad library and renovation expertise, and the know-how to deliver complex projects, all while engaging the community and stakeholders throughout the process to create a uniquely Appleton experience.

Skidmore, Owings & Merrill has formed a team made up of architects, designers, engineers, and specialty consultants with the shared goal of bringing a dynamic perspective to the Appleton Public Library.

Project Understanding - A Lasting Impact

Public libraries manifest a community’s dedication to the spread of knowledge and access to vital resources for all its citizens. In a community like Appleton, where library patronage varies greatly by age, culture, and socioeconomic background, the public library must be agile and welcoming and communicate its benefit to end users. We understand the gravity of this project for Appleton and the key objectives:

Upgrading the library to serve the next generation and beyond. Libraries have dramatically changed since the building opened its doors in the early 1980’s. No longer just a repository of books, the library will function as an event space, civic space, educational hub, cafe, green space, art gallery, and more. It will be a place for conversation, engagement, and fun.

Providing upgraded technology and flexibility. The new library will feature the latest and greatest technologies and resources that the people of Appleton can access for their personal development and growth. Additionally, the spaces require flexibility to adapt to different uses and functions, transforming the library from formal to interactive.

Engaging the community throughout the design process. Community engagement will be at the heart of our process. The new library will require input from a vast pool of voices and the design will represent it’s diverse patrons. We will listen intently and design for the community’s needs.

Creating a library for everyone. Putting time, effort, and funding into a new civic space demonstrates the City’s commitment to its people. The library has the potential to serve as a bridge within Appleton by providing a place for all ages, all abilities, and all communities to gather.
Our Approach

SOM’s legacy is established by buildings that stand the test of time, becoming cornerstones of their communities. Our team prides itself on a community-oriented, pragmatic approach to design that builds consensus through engagement. We believe this is the appropriate approach for the Appleton Public Library. Our approach to achieving your objectives is first to form a team that completely and absolutely meets the challenge, and is built on the following core principles and process:

Collaborative, interdisciplinary approach. SOM’s practice is founded on deep collaboration and interdisciplinary inclusion, with an ongoing heritage of pioneering new technologies and transforming building types. Our approach brings together the capabilities and services of architects, interior designers, engineers and planners under one roof. Additionally, our sub-consultant team is made up of firms with a history of successful collaboration.

Identifying the Highest Value for the Appleton Community. Changing programmatic demands have required the library to responsively adjust spaces, leading to awkward plans and the detriment of adjacent spaces. A holistic, proactive plan will allow the library to return to an intuitive, clear and logically organized space. Our team will develop different design concepts and will work with you to identify the best solution.

Consensus building. The varied programming of the Appleton Public Library will require considerable alignment of interests. The City, library, and the diverse community will have distinct expectations for the project. SOM recognizes this reality and through open dialogue will help to align the interests of each stakeholder group. In the multi-functional nature of the library and multi-cultural community we see an amalgamation rather than a conflict; an opportunity to encourage interaction and maximize efficiency through flexible, functional design.

On-time, on-budget delivery. We are committed to on-time, on-budget project delivery and an integrated technical and design process that produces exceptional construction documents and exceptional buildings. Our established protocols and methodology will allow us to work fast and efficiently while maintaining open lines of communication with you. Our proposed team structure is nimble and allows for flexibility, availability, and local coverage throughout the life of the project.

Summary of Project Experience

Our team brings the unique benefit of a global perspective with Midwest roots. SOM has executed projects around the world from our Chicago office, and has experience working with a variety of clients and communities to deliver functional, beautiful, and innovative civic landmarks.

Library expertise. We bring an impressive portfolio of transformational libraries and civic spaces. Most importantly, they are well-loved by the communities they serve. Our proposal highlights a few recent examples, including the Chicago Public Library - Chinatown Branch, which broke the mold for library design in Chicago and has influenced the industry globally. Additionally, our library consultant, Andrea Telli, brings more than 30 years of experience with the Chicago Public Library having served as a branch librarian, archivist, and commissioner.
**Renovation and adaptive reuse expertise.**
Renovation and adaptive reuse projects have always been a major element of SOM’s portfolio. Working within the confines of an existing structure creates special challenges including the possible need to modify the structure in fundamental ways. SOM’s design philosophy requires a close working relationship between architect and client, in effect, a collaboration, to ensure the timely, cost-effective and successful completion of adapting the existing structure to new uses.

Our recent successes include the adaptive reuse of Cook County Hospital, an abandoned Chicago hospital, which SOM transformed into a mixed-used development with hotel, office, and retail programs; and the Chicago Public Library - West Loop Branch, a two-story adaptive reuse project that preserves the industrial character of two buildings that were formerly part of the Harpo Studios campus, while creating a new cultural and social center for the neighborhood.

**The Right Team**

Our team brings together talented leaders with diverse backgrounds and a deep range of relevant knowledge and experience to deliver a world-class, culturally sensitive design. The individuals proposed for this project offer a strong, cohesive leadership team with the knowledge and breadth of experience to deliver dynamic design solutions.

Principal-in-Charge **Adam Semel** will manage the SOM team’s resources for the success of the project. Adam recently completed three award-winning libraries in Chicago in addition to a number of educational and cultural projects around the world. Design Principal **Scott Duncan** will establish the architectural vision and will also work closely with project stakeholders to gain a fundamental understanding of the programming and design needs.

Interior Design Leader **Julie Michiels** will establish the interior design vision and help lead the design team in defining and implementing this vision. Additional key team members include Chris Whelan and Jason Fisher. As Project Manager, **Chris Whelan** will serve as the client’s primary point of contact for the project. Chris will manage the internal SOM team, coordinate with all sub-consultants, and is responsible for adherence to schedule and budget. Senior Designer **Jason Fisher**, a native of Appleton, will be responsible for the development of the design and leadership of the project team, working closely with Scott Duncan.

In addition to our core team, we have assembled an expert team of individuals from companies that have the experience and passion to deliver a high quality project for Appleton. Our sub-consultant partners are industry leaders in their respective disciplines and will work in an integrated fashion with our core architecture and engineering team.

The majority of our sub-consultant team is made up of MBE- or WBE-certified firms, reinforcing our commitment to an equitable and diverse design process. Additionally, we have previously worked with nearly all of the proposed firms, which will provide a streamlined design process to build on our past success. We believe there is no better team that understands the significance of this project and the role its design will have in enhancing Appleton’s vibrancy and influence for years to come.
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Description of Firm
Skidmore, Owings & Merrill
Architecture, Interior Design, Sustainable Design, Structural Engineering, MEP Engineering

Skidmore, Owings & Merrill is a passionate collective of architects, designers, engineers and planners, dedicated to designing treasured public buildings and spaces that provide lasting value.

Firm Background

SOM was founded on the familiar notion that the whole is greater than the sum of its parts. Our firm’s founders sought to integrate urban planning, architecture, interior design, engineering, and other design disciplines under one roof, resulting in projects that are efficient, elegant, and unlike any others.

Since 1936 we have continued to influence the built environment. Our projects respond to and enhance their surroundings, adhere to higher standards of efficiency, and improve the quality of life of their users. We take great pride in our ability to manage multi-faceted projects that involve numerous stakeholders, all the while maintaining a high level of personal attention.

For decades, clients around the world have entrusted SOM with the design of civic and cultural projects of the utmost importance to their communities. And throughout our 80-year history, SOM has always displayed our commitment to the public interest through plans and buildings that have an enduring presence in their cities, meet the needs of their owners and tenants for decades, and respect the urban context. We work closely with the client and community to deliver innovative, beautiful and functional landmarks.

Awards and Recognition

• Named #1 of the Top 50 Architects by Architect Magazine (2010, 2017)
• Winner of 45 AIA National Honor Awards and six prestigious National 25-Year Awards
• First to receive the AIA Firm of the Year Award - only firm to receive it twice (1962, 1996)

Company Facts

Skidmore, Owings & Merrill is a limited liability partnership with offices in Chicago, New York, San Francisco, Washington DC, Los Angeles, Seattle, London, Dubai, Hong Kong, and Shanghai.

SOM is financially stable with annual revenues for fiscal years 2019, 2018 and 2017 totaling approximately $333,000,000, $324,000,000 and $285,000,000, respectively.
Interdisciplinary Service

As an interdisciplinary architecture and engineering firm of more than 1,100 individuals, SOM has the experience and resources necessary to complete projects of any magnitude, including the Appleton Public Library project.

We consistently strive to forge unique solutions to complex problems through an inclusive, analytical, empirical and data-driven process. Our practice maximizes synergies between building design and systems design, creating inspiring and stimulating places for working and interaction.

As a research-based practice, we integrate a diversity of disciplines—landscape, art, technology, structure, sustainability, and interiors—to spur innovation. SOM provides the following services in-house: architecture, interior design, graphics and branding, structural engineering, high performance (sustainable) design, MEP engineering, civil engineering, and urban design and planning.

Resources and Availability

Our interdisciplinary approach fosters a collaborative environment, and our team of experts can be called upon to support the Appleton Public Library project as needed.

Internally, our team balances the needs of existing projects and new commissions through short- and long-term planning techniques. These techniques ensure that each project’s staffing needs are met and that future projections are anticipatory. Our proposed project team is confirmed to provide the professional services required for this project through construction.

Our team has a well-deserved reputation for completing projects on time and within budget, and maintaining adequate staffing for its projects. We are committed to undertaking the Appleton Public Library project and will allocate the necessary firm resources for its successful completion.

Our interdisciplinary approach brings together the capabilities and services of architects, interior designers, structural engineers, MEP engineers, and planners under one roof.
Our Expert Team

In addition to SOM's broad in-house capabilities, our team has a long history of partnering with a diverse group of specialty consultants and other design firms to ensure design excellence and the highest level of client service.

SOM's integrated design practice will provide streamlined services in architecture, interior design, structural engineering, MEP engineering, and sustainable design. Our design team is bolstered by a group of expert specialty consultants, most of which we have successfully collaborated with before.

Andrea Telli
LIBRARY PLANNING
Andrea holds more than 30 years of experience leading library and branch operations with Chicago Public Library (CPL) and is a recognized champion of urban libraries. Formerly the Commissioner of CPL, she prioritized programmatic and organizational initiatives that reflected the diversity of Chicago. Andrea will bring this deep expertise and knowledge in the strategic planning and development of the Appleton Public Library. Andrea served as the client for SOM’s three Chicago Public Library projects.

Omni Ecosystems (Omni)
LANDSCAPE DESIGN
Omni Ecosystems is a certified WBE firm providing green infrastructure technology and landscape architecture/design services. Omni carries out landscape architecture, supplies innovative soils and systems, constructs, and maintains living infrastructure. Founded in 2009 in Chicago, Omni now serves green infrastructure projects nationwide. The firm is engaged in a number of projects with SOM including 800 Fulton, Wild Mile, and the O'Hare Satellite Concourses, all located in Chicago.

raSmith
CIVIL ENGINEERING, BUILDING + LAND SURVEY
Located in Appleton, raSmith provides a wide range of services to a variety of clients, including land development, site planning and design, structural engineering, municipal engineering, transportation and traffic, surveying, and geographic information systems (GIS). The team of engineers, site designers, and surveyors collaborates with project stakeholders to develop innovative, functional solutions for public spaces. raSmith's experience includes 3D laser scanning services for the exterior and interior of the Enoch Pratt Free Central Library renovation project in Baltimore, Maryland.
CCS International, Inc. (CCS)
COST ESTIMATING + MOVE MANAGEMENT
CCS is an independent consulting firm specializing in the preparation of construction cost estimates at all phases of design since 1979. CCS is a certified MBE in the state of Wisconsin. The firm has been involved in more than 140 library projects nationwide with a total estimated construction value in excess of $1.2 billion. CCS and SOM have collaborated on several projects together including the University of North Carolina Genome Science Building and Roche Diagnostics Learning and Development Center.

Gwen Grossman Lighting Design (GGLD)
LIGHTING DESIGN
Gwen Grossman Lighting Design, established in 2010, is a certified WBE lighting design firm based in Chicago. The firm’s staff draws upon their diverse backgrounds in theater, architecture, interior design, and fine arts, which combine talents to create exemplary award-winning work. GGLD successfully collaborated with SOM on the lighting design for the Chicago Public Library - West Loop Branch and Baltimore Sun office renovation, and is currently engaged on the American College of Surgeons renovation project.

Kirkegaard
ACOUSTICS
Kirkegaard is a design and consulting firm that provides services in architectural acoustics and integrated systems design. Founded in 1976, the firm has built a portfolio of nearly 3,000 successful projects around the world. The firm’s current staff consists of 14 experts bound together by a commitment to excellence in process and product. Kirkegaard and SOM are currently collaborating on the 330 North Green commercial office project in Chicago.

dbHMS
AV/IT, SECURITY
dbHMS was founded in 2002 on the principles of integrated project delivery and sustainable design. The firm is a certified MBE with 90 employees firmwide, and 60 headquartered in Chicago. dbHMS’ project approach unites key stakeholders and creative design professionals, letting its professionals work collaboratively to deliver innovative engineering solutions. The firm has a history of successful collaboration with SOM, most notably on the Chinatown and Little Italy Branch libraries in Chicago.

Studio J9
GRAPHICS AND WAYFINDING
Studio J9, a WBE and MBE certified business, provides experiential graphic design, branding, signage and print expertise across numerous industries and clients, with a focus on architectural, educational, civic and cultural communities. Owner Jeannine Colaco formerly led the graphics and branding studio in SOM’s Chicago office and developed the graphics programs for the West Loop Branch Library, Little Italy Branch Library, and MxD - Digital Manufacturing Institute projects.

Lerch Bates
VERTICAL TRANSPORTATION
Lerch Bates assesses, advises and recommends strategies for designing and maintaining elevator and escalator systems (vertical and horizontal transportation), managing and handling materials throughout the building, along with accessing and maintaining the exterior or facade. Lerch Bates has provided these services in some of the most premier buildings around the world, many designed by SOM. The firm has a long history with SOM and is currently engaged in a number of projects including the O’Hare Satellite Concourses and 330 North Green in Chicago.
Chicago Public Library - West Loop Branch
Chicago, Illinois

Originally part of Oprah Winfrey's Harpo Studios campus in Chicago's West Loop neighborhood, the new West Loop Library is the first-ever Chicago Public Library in the community and the 81st branch for the city. The two-story adaptive reuse project preserves the building’s industrial character while creating a new cultural and social center for the neighborhood.
Formed of two existing conjoined buildings, the library features a weathered steel exterior, which develops a protective rust-like patina over time, to unify the facade and guide visitors through the steel-framed entrance. The renovated interior exposes the previously concealed original bow-truss ceilings and skylights to create a light-filled, loft-like space that reflects the West Loop’s factory-warehouse style.
Non-structural walls that divided former TV studios and office spaces were removed throughout the 16,500-square-foot space, while new openings were created in the common wall of the conjoined buildings to create a unified interior. Low-level mahogany-topped bookshelves and blackened steel elements are featured throughout to establish a sense of visual continuity and create intimate reading, study, play, and staff spaces.

A series of architectural and graphic interventions throughout the building announces various programmatic areas, including all-ages reading spaces, flexible community and meeting rooms on the second floor, and a YOUmedia teen digital learning space with a recording studio. A “Tinkering Lab” provides a digital space for younger children, who are also served by several early learning spaces. These include existing alcoves transformed into storytelling rooms, featuring interactive play elements and walls with magnetic and writeable surfaces for enhanced learning. Throughout the library, wall graphics featuring sound waves woven with excerpts from books selected by librarians allude to the power of words and stories.

In addition to providing a new library and community center, the West Loop Library joins other city branches in providing free after-school tutoring and learning assistance within a high-quality, modern environment.
KEY PERSONNEL
Adam Semel, SOM
Benton Johnson, SOM
Jeannine Colaço, Studio J9
Andrea Telli
Gwen Grossman, GGLD

CLIENT CONTACT
Erin Lavin Cabonargi
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“The Chinatown Branch Library provides a much-needed public gathering place geared toward inclusive community activities and technology-based learning. The building’s south-facing entrance and softened triangular shape reference Feng Shui design principles and resonate with the community’s value.”

Architect’s Newspaper
Serving as the symbolic heart of the Chinatown community, the 16,000 square-foot library physically unites historic Chinatown with the newer areas of the neighborhood. Alongside library officials and architect of record, Wight and Company, the SOM team identified opportunities for flexibility and programmatic overlap to optimize the available budget. The resulting design is a traditional courtyard plan with flexible, easily divisible multi-purpose spaces, successfully reducing the initial library program from 20,000 to 16,000 square feet.

The south-facing entrance invites the community into a central atrium, providing clear orientation and connection to all interior spaces of the library. This double-height space is softly lit by an oculus above and serves as lounge, exhibition, and pre-function space with flexible furniture. An adjacent glass-enclosed community room accommodates an array of activities for users of every generation and features sound absorbing draperies to divide the space into zones.
The adjacent children’s area on the ground floor features playful, eye-height coiled bookshelves, kid-sized nooks and spaces and colorful amphitheater-style seating to provide a unique, colorful, child-centric environment. The light-filled second-level features the adult and teen zones, panoramic city views and a 60-foot long mural by Chicago artist CJ Hungerman entitled ‘Universal Transverse Immigration Proclamation’, which distills the history of Chinatown into one cohesive, colorful artwork.

Sustainable design features include a solar shading screen integrated into the building’s glass curtain wall, enabling patrons to sit comfortably around the building’s interior perimeter on custom-designed storage benches, regardless of exterior ambient light and climate conditions. Radiant heat and cooling panels are left exposed to form a textured ceiling plane below the structural deck and provide a significantly quieter environment for occupants.
An innovative approach to mixed-use development, bringing together affordable housing and a library designed to serve the whole neighborhood – at a local level, the project has created a valuable community hub; at a conceptual level, it has allowed SOM to explore new ways to create a better, more connected future city.
Working with the City of Chicago, SOM designed one of the city’s first co-located Chicago Housing Authority and Public Library branches. The development, on the corner of West Taylor and Ada Streets, includes a one-story public library branch and a mixed-income residential complex, with additional community spaces at street level.

A central aim of its design was to create a synergy between these two distinct programs and enable the building to become a new hub for the neighborhood. The architecture supports this by reflecting the scale and texture of the surrounding streets; the buildings are set back and staggered across the site, creating a new public space while preserving the Taylor Street Farms, a community garden.

Positioned prominently at the corner of the site, with a glass frontage to reveal the library’s activities and welcome the community inside, the Little Italy Branch Library has high, open spaces designed for kids, teenagers and adults next to centralized work spaces for librarians and staff. The library’s offerings are diverse, with an Early Learning Play Space to support parents and caregivers in developing early literacy skills in through play; a YOUmedia space for teens to explore digital design, music and recording, technology, 3D and 2D making with the help of skilled mentors; and spaces dedicated to workforce development and technology for adult learners.
KEY PERSONNEL
Adam Semel, SOM
Benton Johnson, SOM
Arathi Gowda, SOM
Andrea Telli
Jeannine Colaço, Studio J9
Joseph Ferron, dbHMS

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SOM transformed an industrial building into an innovation hub for UI Labs—a cutting-edge workplace designed for flexibility and connectivity. Daylight was central to the design approach, with the addition of skylights and a daylight harvesting curtain wall, and workspaces organized around existing light monitors.

The first of its kind in the United States, the Digital Manufacturing & Design Innovation Institute (DMDII) supports collaboration between university and industry partners as they work to reinvent manufacturing for the 21st century. UI Labs turned to SOM—a pioneer of interdisciplinary design—for the adaptive reuse of an existing manufacturing building located on Chicago’s Goose Island.

SOM began by transforming the building’s rear facade, glazing three of the building’s 14 structural bays from floor to ceiling in order to create a welcoming entrance and flood the space with daylight. Once inside, visitors step into a double-height open atrium—known as the ‘town hall’—which has been designed as a workplace and social space. The town hall leads to a state-of-the-art classroom and a multipurpose room that can hold 75 and 200 people, respectively. These two rooms encourage both formal and informal learning and have been equipped with the technology required for collaboration with off-site partners.

Behind the town hall lies the heart of the facility: a digital manufacturing floor, a collaborative engineering space, two open workspaces, a café/social hub, offices and conference spaces. Modular workstations and breakout areas are arranged in an open studio setup to foster collaboration, make spatial re-programming simple, and keep sightlines across the facility clear. Because researchers and workers use the DMDII for different amounts of time and uses, the workspaces are programmed to accommodate variation in densities and types of furnishings.
As a new home for the creative arts, the Mulva Cultural Center will host traveling exhibitions from leading institutions worldwide, diverse cultural programming, educational opportunities for people of all ages, and more.

On the banks of the Fox River in De Pere, Wisconsin, the Mulva Cultural Center is set to become a leading institution for civic and creative engagement in the Midwest. Clad in a curtain of transparent glass, the SOM-designed center will serve as a destination and cultural nexus for the city, with an array of spaces designed to celebrate De Pere’s vibrant creative community.

As visitors arrive to the Mulva Cultural Center, its transparent design will provide an elegant transition from outdoor to indoor spaces, creating visual connections from day to night and allowing the building to serve as a lantern on the river. A 200-seat auditorium, 300-person event space, flexible permanent and temporary exhibition spaces, classrooms, a café, and outdoor terrace and indoor gathering spaces will provide new venues for cultural engagement.

Supported by a sophisticated structural system designed to maximize daylight and minimize material use and visibility, the architecture of the Mulva Cultural Center will provide an elegant background for the institution’s diverse programming. A palette of native stone, timber, glass, and neutral metals will define the space, inspired by its location adjacent to the river on the Wisconsin prairies.
KEY PERSONNEL
Adam Semel, SOM
Scott Duncan, SOM
Julie Michiels, SOM
Benton Johnson, SOM
Rebecca Delaney, SOM
Jorge Rovira, SOM
Jason Fisher, SOM

CLIENT CONTACT
Michael Van Asten
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Our Team's Diverse Portfolio of Work

SOM and our sub-consultant team bring a wide range of experience, along with a history of successful collaborations. Every firm on our team has had a hand in creating memorable places that enrich society.
Quality Assurance and Quality Control

We pride ourselves on the quality of our work and because we measure our success against the satisfaction of our clients, we are constantly striving for zero-defects, consistency, and timeliness in all of our work.

The key to our approach is the concept that quality control is a process that requires the highest level of commitment from all members of the team to assure that quality standards are met. Excellence in design, technical competence, coordination, clarity and accuracy of documentation are our primary focus areas and are the foundation of our success. Using the principles of total quality management we strive to get it right the first time, thus saving our clients time and money.

The QA/QC program defines the planned approach that we bring to the project in order to achieve the required level of skill in the performance of our services. It describes how quality will be managed, measured and controlled. For each project, we develop a detailed workplan in conjunction with the client. The workplan sets forth our scope of work, schedule, and milestones for client review and approval.

Review Procedures

SOM has developed an internal technical review program to be used as a guide in the technical review of SOM documents. The program is a firm-wide national program, and is documented in a document titled, Technical Review Program, which establishes an approach for independent review within each discipline. The initial reason for developing the document was to provide the discipline reviewer with a systematic list for reviewing the contract documents of a project prior to the issuance.

SOM conducts an internal compliance review at the beginning of the project so that the management principals of the project reach consensus on schedule, labor distribution, and deliverables. The quality of our documents is double checked through the assignment of a full-time senior technical architect who reviews drawings as part of a comprehensive quality assurance “checking procedure.” Lastly, prior to issue, the entire package of documents is sent for peer review to complete the quality control process. Any issues that are raised during the peer review are then tracked back through all disciplines for overall technical coordination and quality control of SOM’s documents.

In addition, at the end of each phase of development, SOM technical staff conduct a formal peer review. A technical coordinator who has not been involved in the project will conduct a thorough review of the documents for overall technical content and as a quality control check.

This multi-faceted process is tested in all areas and prevents errors or missing information in our project drawings and project specifications.
Integrated BIM Utilization

SOM has been working in BIM since the early 1980’s using our own software which we developed in conjunction with IBM, and in Revit since 2002. As an industry leader in the development, implementation, and advanced use of computational tools, SOM uses BIM as a fundamental part of our creative design and project delivery processes. We have a rich, 40-year legacy of computational design, being one of the first firms to embrace modern BIM in early 2000, and we continue to define its role within the architectural and engineering industry.

At SOM, we use BIM to dramatically elevate the efficiency of traditional design, documentation production, design team collaboration, and Construction Administration coordination. Additionally, raSmith will conduct 3D laser scanning services for the interior and the exterior of the existing building, and will provide a Revit model to SOM for integration into the BIM model.

Cost Control: Case Study - Mulva Cultural Center

Spearheaded by philanthropists and De Pere natives James J. and Miriam B. Mulva, the Mulva Cultural Center will offer world-class cultural experiences, elevating the creative and architectural landscape in the Greater Green Bay Area.

During the Conceptual Design phase, the size, number of floors and every programmatic space was studied, to ensure that important programs for the Mulvas were given priority. A first cost analysis was established on the conceptual phase, and continuously repeated all the way to construction documents. Later during Schematic Design, and Design Development phases, each room configuration, material and detail was studied and reviewed with the client.

During this process, each element reviewed was presented to the client with a cost analysis at the same time, allowing decisions to be made in a holistic fashion.

Additionally, SOM worked with Boldt Construction to provide comments on each cost analysis, and suggested alternate manufacturers and subcontractors that could improve the construction efficiency of the project in cost and schedule. This close collaboration achieves three goals: the client has control of the cost and is part of each design decision, SOM is able to control the quality and manage the level of expectations during construction, and the contractor is able to understand the expectations very early in the process and reduce uncertainty and maximize construction efficiency. Although the Appleton Public Library project will use the traditional design-bid-build delivery process, our familiarity with local market conditions and experience with this delivery type will yield successful project delivery.
Project Team
Our Team

SOM has assembled a diverse team of experts based in Chicago and Appleton, with a track record of success working together on extraordinary projects throughout the world.

Led by SOM, our specialized team provides the right blend of expertise to plan, design, and—above all—deliver a world-class design for the Appleton Public Library. This is the team that designed and engineered the world’s tallest tower; successfully completed three recent Chicago Public Library projects; introduced digital design (AutoCad & Revit); invented unique structural systems; and oversaw one of the largest big-city library systems in the world (Andrea Telli).

We bring fresh thinking and innovation to the unique challenges of creating a space dedicated to storing collections, while maintaining flexibility for future expansion and programs. Most importantly, we are committed to partnering with the City of Appleton and library staff in all aspects of project design and implementation.

SOM understands the importance and long-term benefits of an equitable and inclusive design process and has assembled a sub-consultant team primarily composed of certified Minority and Women Business Enterprises. Five of our eight sub-consultant firms engaged hold this certification. Our team brings a diverse design perspective that will be key in engaging with the community and creating a design representative of Appleton’s residents.
Previous Experience Working Together

The guiding principles of our team composition are: previous experience collaborating with SOM, expertise in libraries, civic spaces, and/or renovations, local knowledge, and a demonstrated commitment to diversity and inclusion.

Our team is comprised of individuals that share a rich history of past and current collaborations in many forms. For example, our Appleton Library sub-consultant team is comprised of firms that worked on all three of our Chicago Public Library projects, including Andrea Telli, dbHMS, Studio J9, and Gwen Grossman Lighting Design. Though SOM has not previously worked with civil engineering firm raSmith, we believe the firm rounds out our team, having the local knowledge and expertise required for this project.

The bottom line is we have a highly seasoned team that enjoys working together and will hit the ground running on your behalf. The chart below details select collaborations with SOM and our sub-consultant team.

Key to Success

The fundamental key to our project successes is our experience in communicating with complex teams and stakeholder groups with various levels of investment in a given project. We understand the need to maintain transparency while simultaneously using discretion while transferring information among a large project team. We value our team members’ input and encourage the sharing of ideas and an open dialogue in order to deliver the best possible outcome.

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<th>Chinatown Public Library</th>
<th>West Loop Branch Library</th>
<th>Taylor Street Apartments and Little Italy Branch Library</th>
<th>O’Hare Satellite Concourses</th>
<th>MxD - The Digital Manufacturing Institute</th>
<th>800 Fulton</th>
<th>330 N Green</th>
<th>University of North Carolina Genome Science Building</th>
<th>Baltimore Sun Office Renovation</th>
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*CCS and Lerch Bates have been engaged on dozens of projects with SOM. The graphic above represents only a select number of collaborations.
Staffing

The SOM project team is comprised of senior personnel and professionals with a depth of experience in architecture, engineering, and programming for similar projects. Our team is ready to begin work immediately and none of our current projects will affect our ability to undertake this project. We estimate 12,893 total hours dedicated to this project for SOM, and 2,806 total hours for our sub-consultant team. Principal-in-Charge Adam Semel and Project Manager Chris Whelan will be actively involved through all phases of the project, with 134 and 522 total hours allocated respectively. A comprehensive breakdown of our team’s time (by hour) allocated by phase is included in the "additional information" section of this proposal.
Key Staff

**Adam Semel AIA, NCARB | Managing Partner, SOM**

As Principal-in-Charge, Adam is responsible for team leadership and the coordinated delivery of SOM’s design services towards your project goals. He is a skilled leader who strives to foster a collaborative creative process that contributes to a more positive, sustainable, and inclusive designed environment.

**Select Project Experience**
- Chinatown Branch Library, Chicago, Illinois
- Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
- Chicago Public Library - West Loop Branch, Chicago, Illinois
- MxD - The Digital Manufacturing Institute, Chicago, Illinois
- Mulva Cultural Center, De Pere, Wisconsin
- Cook County Hospital Adaptive Reuse, Chicago, Illinois

**Scott Duncan AIA, LEED® AP | Design Partner, SOM**

Scott will establish the architectural vision for the project and lead the design team in defining and implementing this vision. Scott’s design philosophy centers on solutions leading teams of experts in engineering, sustainability, high performance design, urban design, and interior design to realize highly contextual and impactful work designed to improve the lives of people.

**Select Project Experience**
- Mulva Cultural Center, De Pere, Wisconsin
- High School of Art & Design and P.S. 59, New York, New York
- The Dia Center for the Arts, Beacon, New York
- Kuwait University Cultural Center, Shadadiya, Kuwait

**Chris Whelan INT ASSOC AIA | Associate, Project Manager, SOM**

Chris will serve as the client’s primary point of contact for the project. He will manage the internal SOM team and coordinate with all sub-consultants, and is responsible for adherence to schedule and budget. Chris is experienced at leading and coordinating projects of similar size and scope, as well as large complex projects internationally, from both a project management and strategic perspective.

**Select Project Experience**
- Upgrade to Paddington Library, Sydney, Australia*
- Upgrade to Lidcombe Public School Library, Sydney, Australia*
- Rochester Bus Rapid Transit Center, Rochester, Minnesota

*Projects completed prior to joining SOM*
Jason Fisher AIA, NCARB | Associate, Senior Designer, SOM

Jason will be responsible for injecting the program requirements strategically into the design through day-to-day collaboration with the design team. He is responsible for both design development and leadership of the project working with Design Principal, Scott Duncan. A native of Appleton, he will actively participate in workshops and play an integral role in the programming, space planning, and design of the building.

Select Project Experience
- Mulva Cultural Center, De Pere, Wisconsin
- Chinatown Branch Library, Chicago, Illinois
- Lincoln Yards, Chicago, Illinois

Julie Michiels AIA, NCARB LEED® AP | Associate Director, Interior Design Leader, SOM

Julie will establish the interior design vision for this project and lead the design team in defining and implementing this vision. She will work with the user groups and client’s representative to gain a fundamental understanding of the programming and design needs. Julie helps lead SOM’s interdisciplinary, holistic approach to human-centered design for its global portfolio of interior projects.

Select Project Experience
- Mulva Cultural Center, De Pere, Wisconsin
- Northtown Library and Apartments, Chicago, Illinois*
- Deerpath Middle School Library Renovation, Lake Forest, Illinois*
- Lisle Elementary School and Library, Lisle, Illinois*

Arathi Gowda AIA, AICP, LEED® AP BD+C | Associate Director, Senior Sustainability Specialist, SOM

Arathi will serve as a resource in developing and implementing sustainable design practices throughout the design process to determine opportunities for LEED® certification and beyond. Arathi focuses on helping project teams realize integrated design solutions that consider the impacts of the built environment on multiple scales.

Select Project Experience
- Chinatown Branch Library, Chicago, Illinois
- Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
- MxD - The Digital Manufacturing Institute, Chicago, Illinois
- Everett McKinley Dirksen U.S. Courthouse Renovation, Chicago, Illinois
Jorge Rovira AIA, NCARB | Associate Director, Senior Technical Designer, SOM

Jorge will be responsible for the technical design strategies, development, integration, documentation and execution of the architectural design and engineering integration in conformance with the scope of services, level of quality and budget goals approved by the client. He will direct the work of the architectural/engineering team during the scope development and construction document phases.

Select Project Experience
Mulva Cultural Center, De Pere, Wisconsin
Social Security Administration National Support Center, Urbana, Maryland
C.H. Robinson Midwest Headquarters, Chicago, Illinois
O’Hare International Airport Satellite Concourses 1 and 2, Chicago, Illinois

Benton Johnson PE, SE, LEED® AP | Director of Structural Engineering, SOM

Benton will establish the direction for the structural engineering concepts to achieve the project’s established goals and objectives, and is ultimately responsible for the structural integrity of the project. Benton works to develop effective structural solutions that are compatible with the project’s planning, architecture, and other systems.

Select Project Experience
Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
Chicago Public Library - West Loop Branch, Chicago, Illinois
Billie Jean King Main Library, Long Beach, California
Mulva Cultural Center, De Pere, Wisconsin
717 N Michigan Avenue Renovation, Chicago, Illinois

Rebecca Delaney PE, LEED® AP | Associate Director, Mechanical Engineering Team Leader, SOM

Rebecca will be responsible for the design of mechanical engineering systems from conceptual design through construction and will lead the MEP team. Rebecca is also responsible for adherence to internal Quality Assurance/Quality Control processes and for interdisciplinary coordination throughout all stages of design.

Select Project Experience
Mulva Cultural Center, De Pere, Wisconsin
717 N Michigan Avenue Renovation, Chicago, Illinois
Optimo Hat Shop Renovation, Chicago, Illinois
Chicago Public Schools - Existing Building Surveys, Chicago, Illinois*

*Projects completed prior to joining SOM
Andrea Telli | Library Consultant

Andrea will serve as an independent consultant providing guidance in the areas of strategic planning, management and organization development, and programming. With 30 years of experience leading library and branch operations with Chicago Public Library, Andrea has been a recognized champion of urban libraries. As Commissioner of CPL, she oversaw one of the largest big-city library systems in the world, with an annual budget of $130 million, 81 branches, three regional hubs and a 750,000 square foot central library.

Select Project Experience

- Chinatown Branch Library, Chicago, Illinois
- Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
- Chicago Public Library - West Loop Branch, Chicago, Illinois

Michael Skowlund PLA, ASLA, LEED® AP | Director, Landscape Architecture, Omni Ecosystems

Michael will guide the Omni team and lead the landscape design vision to achieve the project goals. Devoted to collaboration between clients and multidisciplinary design teams, Michael enjoys crafting resilient working landscapes that maximize functional and aesthetic potential, connecting people to land in ways that improve daily living.

Select Project Experience

- Lisle Elementary School, Lisle, Illinois
- Omni Headquarters Adaptive Reuse, Chicago, Illinois
- The Salt District, Chicago, Illinois
- O’Hare Global Terminal - Satellite Concourses, Chicago, Illinois

Christopher Hitch PE | Civil Engineer, raSmith

Chris will provide civil engineering services for the project, including the management of underground utilities and systems for water supply and sewer treatment. Chris is responsible for due diligence investigation, site feasibility analysis, design oversight and permitting coordination on projects throughout Wisconsin.

Select Project Experience

- Norwegian Heritage Center, Stoughton, Wisconsin
- Chippewa Nature Center, Midland, Michigan
- Ozaukee Humane Society, Saukville, Wisconsin
- Milwaukee Catholic Home, Milwaukee, Wisconsin
Marvin Fitzwater CPE | Senior Cost Estimator, CCS

Marvin will provide detailed cost estimates throughout all phases of design for the project. His expertise also include quantity take-offs and obtaining unit and labor/material pricing. He has extensive municipal experience including libraries, village halls, and public works buildings.

Select Project Experience
City of Chicago Library Improvement Program, Chicago, Illinois
Fairfield Area Library, Henrico, Virginia
Fountaindale Public Library, Computer Lab Adaptive Reuse, Bolingbrook, Illinois
University of Illinois, Main Library and Undergrad Library Redevelopment Plan, Champaign, Illinois

Joseph Ferron RCDD | Senior Intelligent Building Design Engineer, dbHMS

Joseph will work with the design team to provide innovative, state-of-the-art technology solutions for the project. He has extensive experience in consulting, design, engineering, project management, and installation in both information technology infrastructure and information technology systems.

Select Project Experience
Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
Legler Branch Library Renovation, Chicago, Illinois
MSI Zephyr Exhibit, Chicago, Illinois

Gwen Grossman LC, IALD, IESNA | Principal, Lighting Design, GGLD

Gwen will work with the design team in creating lighting design solutions for the library. Gwen brings creativity and collaboration to the forefront of her work and calls on her experience in theatrical lighting.

Select Project Experience
Chicago Public Library - West Loop Branch, Chicago, Illinois
Dekalb Public Library, Dekalb, Illinois
Ledger Library, Chicago, Illinois
Columbia College Student Center, Chicago, Illinois
Baltimore Sun Office Renovation, Baltimore, Maryland
Jeannine Colaço | Design Director, Graphics and Wayfinding, Studio J9

Jeannine will be responsible for the success of a full spectrum of services—from identity and branding to wayfinding, signage, and supergraphics—to achieve an integrated communications continuum for the facility. Her wide-ranging practice has embraced a multi-disciplinary approach forging a new genre of design which blurs the boundaries of graphic design, interiors, and architecture.

Select Project Experience
Taylor Street Apartments and Little Italy Branch Library, Chicago, Illinois
Chicago Public Library - West Loop Branch, Chicago, Illinois
Chinatown Branch Library, Chicago, Illinois
MxD - The Digital Manufacturing Institute, Chicago, Illinois

Gregory Miller PE, INCE | Principal, Acoustics Design, Kirkegaard

Gregory will provide his acoustics and technical expertise and project management skills to the Appleton Public Library project. He strives to implement integrated acoustic solutions into the design using innovative tools and techniques.

Select Project Experience
Gail Borden Public Library Renovation, Elgin, Illinois
Joliet Public Library Renovation, Joliet, Illinois
Cayman Academy Library, George Town, Caymen Islands
Harverford VCAM Building, Harverford, Pennsylvania

Peter Chicoine | Vertical Transportation Consultant, Lerch Bates

Peter will provide vertical transportation analysis and design for the project. Peter’s background in construction brings a unique perspective to elevator design.

Select Project Experience
Obama Presidential Library, Chicago, Illinois
UIUC Chez Center for Wounded Veterans in Higher Education, Champaign, Illinois
UIUC Altgeld Hall & Illini Hall, Champaign, Illinois
O’Hare Terminal 5 Expansion, Chicago, Illinois
Project Understanding
Project Understanding

The Appleton Public Library has evolved over the last several decades from simply a repository of books to a community hub for education and discovery. This project is an invaluable opportunity for the library to continue its evolution to meet the changing needs of the community and enhance Appleton's vibrancy for years to come.

The Appleton Public Library (APL) continues to see increased patronage and growth, and requires a facility able to accommodate the expansion of programs, technology, and services. We understand the City of Appleton seeks collaboration with a talented and trusted design team possessing the proven ability to integrate creative design and systems engineering solutions that are respectful, rooted in response to the facility's context while unrestrained in spirit to envision transformation that is bold and future-focused.

Serving Appleton for more than a century, we understand the existing 85,000-square-foot library no longer meets the needs of the community. We also acknowledge that various studies have been performed in recent years and a strategic plan was created to create a path forward for the future library.

In order to achieve your goals and further develop our understanding, our design process will be built on engagement with stakeholders, library staff, and the community. We will work with your team to evaluate design options, working as a partnership throughout the life of the project.

Listening with Our Ears, Eyes, and Tape Measures

Our team was afforded the opportunity to tour the Library in January, where we gained a better understanding of some of the challenges with the existing facility. We’ve listened to your ambitions for the project and understand the following issues (aligned with the library’s strategic pillars) as critical to the success of the project:

Openness and Visibility

APL intends to create a welcoming, inclusive space, to improve user experience and increase community awareness. SOM will work with APL to creatively rethink how collections are displayed, reintroducing open sight lines, and reinforcing adjacencies to the landscape. Bringing natural light deeper into the spaces and into the lower level will be key in reinforcing the health and wellbeing of staff and patrons. Additionally, creating an enhanced arrival experience will improve visibility to the public, circulation, and security.
Activate Signature, Flexible Spaces

New programmatic demands have required APL to quickly adjust spaces, sometimes leading to awkward plans or the detriment of adjacent spaces. Using a modular approach to organizing spaces, we will establish a welcoming interior environment with built-in flexibility to allow for evolution between users over time. Large, flexible spaces will be utilized for a variety of functions and active throughout, and often beyond, the hours of operation of the library. Usable perimeters, grandstand seating, and flexible furnishings, as well as visual access invite people in during the in-between times.

Explore Technological Innovations

The use of state-of-the-art technology will enhance user experience, streamline library operations, and create a secure environment. SOM will work closely with stakeholders in gaining a clear understanding of APL’s wants and needs to provide efficient, cost-effective design solutions.

Showcase Community Engagement and Diversity

Community engagement is a core tenant of APL's mission. Whether it’s work with the Community Partnerships department or with other municipal departments, APL pools resources and delivers creative library services. These efforts can be further encouraged and conveyed through holistic space planning and harnessing the building’s existing features.

Create a Nucleus for Appleton

The library’s strategic location provides the opportunity to become the new anchor of Appleton. Adjacent to the city’s transit center, APL can leverage its accessibility to become a destination for people from neighboring cities and throughout Wisconsin.

The opportunities for the Appleton Public Library are endless; this is only a jumping off point. Our team will work with you every step of the way to gain a clearer understanding of the issues at hand and work with you to realize your vision.
Our Approach

We believe the library is the single greatest civic asset to a community, and as such deserves an inclusive, pragmatic approach to design. However, libraries today are changing rapidly and will continue to change the way their physical spaces exist within their communities, requiring flexibility and adaptability.

SOM will begin by listening to stakeholders' wants and needs, turning those into a functional space program. Based on this programming exercise, we then develop a series of design options and cost analyses to evaluate with you, and determine the best solution. We believe this comprehensive approach to design will be key for the success of the Appleton Public Library.

Identifying the Highest Value for the Appleton Community

We understand the City is in search of a partner to identify the best option for the new library, whether it be the renovation of the existing facility, the renovation plus an addition to the existing facility, or brand new, ground-up construction.

SOM is in the unique position to seamlessly assess the current conditions of the facility by engaging our integrated design practice. Our architecture, structural engineering, and MEP engineering teams routinely collaborate to evaluate existing conditions, identify challenges, and provide solutions.

During the early phases of the project, we will develop different concepts and test multiple options to select the right design solution for you. This process will be done in lockstep with the decision makers, fostering a collaborative process. We trust that together we can develop a design unique to Appleton and one that will address the needs of the staff and the community, and exceed the expectations of the library's potential.

Building Consensus

The varied programming of the Appleton Public Library will require considerable alignment of interests. The City, library, and the diverse community will have distinct expectations for the project. SOM recognizes this reality and through open dialogue will help to align the interests of each stakeholder group. In the multi-functional nature of the Library and multi-cultural community we see an amalgamation rather than a conflict: an opportunity to encourage interaction and maximize efficiency through flexible, functional design. Our collaborative methods include clear and comprehensive communication with all project stakeholders: focus groups, the City, the library board and staff, advisory committees, neighborhood and community groups. Our experience leading workshops and reviews will guide the discussion towards consensus and positive outcomes.

Community Engagement

SOM is thoroughly experienced engaging communities in order to discover needs, establish goals, and develop programming and design that meet the goals of the client and community. The design team must understand precedents set by the current facility and explore the community’s aspirations for the future.

Through focus group meetings, the design team hopes to have an exciting dialogue with the Appleton community and library stakeholders to uncover
ambitions for the project. With that said, more practical concerns—maintaining library operations during construction; space and budget goals—must be considered and planned for.

The successful Chicago Public Library Chinatown Branch is a result of active community engagement throughout the design process. SOM's design process included community meetings and input that contributed significantly to critical design decisions, including the use of Feng Shui principles and a large mural by a local artist on the second floor. Conversations with the community helped the design team understand the variety of uses the library would need to accommodate and led to adaptable common areas like the first-floor community room, where flexible design broadened programmatic possibilities.

**Mobilization and Project Initiation**

Project initiation brings together all the team members to introduce the project, establish clear lines of communication, and ongoing project governance.

The project initiation provides a successful project start-up and gives the team a detailed understanding of project objectives and requirements. This process will be led by SOM's dedicated project manager, Chris Whelan, with management leadership provided by Adam Semel, both having significant experience in the design of civic and educational buildings in the US and abroad. We will work with you to finalize the most appropriate design schedule and rhythm of meetings from the outset, including the forming of the advisory committee to be established for this project.

We assume that all meetings during the programming phase and the Concept Design phase will be virtual, however, we will work with you to determine if any of the consultation meetings, specifically those with the wider community, can be held in person in a socially-distanced, safe way.

SOM believes that thorough consultation is the key to the success of any project, and the cornerstone of our recently completed library projects. We will actively listen before designing, by facilitating communication between all stakeholders—the library staff, local government, local residents and the wider community—through a series of interviews and visioning workshops.

SOM proposes to collaborate closely with Andrea Telli, former Chicago Public Library commissioner, to ensure that the completed project supports the needs of the Appleton community. This process involves working closely with library staff to identify the aspirations, including current concerns and how these can be resolved throughout the design process.

SOM recognizes that every design process and every library is unique; each will have their own challenges, goals and outcomes. As architects, our job is to ask questions, listen, and identify the key challenges for each project, not just provide solutions that suit past projects. This process of learning and documenting from the library and wider community informs our decisions about the project.
Pre-Design and Programming Phase

Interior Design Leader Julie Michiels, working closely with Andrea Telli, will lead the consultation process through a series of iterative engagement sessions and design workshops.

We will work closely with library staff to help guide our findings, bringing to the table best in class national and international benchmark examples to build from to create a flexible design solution that will serve your evolving needs for years to come.

We will develop a programming verification document that lists all spaces required, the size and number required. The work will outline program goals; build upon previous program recommendations; identify past planning successes and failures; identify existing data, benchmarks, guidelines, standards and plans of existing spaces; identify ways the library utilizes space; and identify the opportunities and limitations of the site as these relate to programming.

SOM will work with the library to develop overall building systems and operation strategies which shall be outlined in a preliminary “Basis of Design” document. We propose to continue with the visioning sessions and workshop with the library staff during this phase in order for our team to identify key spaces and delineate program priorities. Our experienced team will develop the program through adjacencies diagrams, user experience models, and issue a draft program for review by all before refinement of the final master program.

During this phase, we will also assist the City of Appleton to solicit services and form the brief for geotechnical, surveying, and environmental services. We will also complete the facility condition and audit report. We propose to complete the condition report in two weeks in order to allow the client group two weeks to review before beginning the next phase.

The building and land survey will be completed during this phase in order to begin the Concept Design phase and the testing of design options, based on the agreed upon program. A hazmat report will be completed to determine the level of hazardous materials in the existing building. Our MEP engineers will also input on the spatial requirements to assist with the final program.

Concept Design Phase

Design Principal Scott Duncan, with Senior Designer Jason Fisher, will lead the broader design team and will develop and test multiple different design solutions for the site. Our team will develop blocking and stacking diagrams and high-level program options for the project, in coordination with our cost consultant to evaluate options. Our design process will include continuing workshops with the client group to provide a true collaborative design process.

A collaborative design process is central to the way we work at SOM. Throughout the design process we collaborate with our clients, our end-users, technical stakeholders, consultants and most importantly, each other. We undertake design reviews of all projects and...
regularly check that the project is aligned with the goals set out at the start of the project.

**Following the thorough testing of options, we will further develop three concept design options consisting of floor plans, massing diagrams, and sketches illustrating the architectural character of the project.**

All three options will be presented to the client group using our 3D visualization software, *Enscape*, in order for all stakeholders to easily understand each concept option to be considered. We will work with our cost consultant CCS to ensure all options developed fall within the project budget.

Following the completion of the three Concept Design options, the client group will have two weeks to undertake a formal review after which a collective agreement will be made regarding which option is to be progressed into the Schematic Design phase. SOM will work in conjunction with a simultaneous neighborhood level planning process to ensure that the library fits within the neighborhood and serves as an anchor for a comprehensive neighborhood redevelopment process.

SOM’s Sustainable Engineering Studio (SES), led by Arathi Gowda, will conduct a preliminary LEED meeting with at minimum of four key project team members and the owner’s representative, in accordance with LEED-prerequisite Integrative Project Planning and Design.

**Schematic Design Phase**

SOM will prepare Schematic Design documents including: plan, section, elevation and perspective drawings; an outline description of major architectural systems for the Project; other documents which will establish the general extent and scope of the Project and interrelationships of the project components. We will also review the designs for code compliance and prepare a summary analysis of all relevant regulatory requirements. SOM will set up the documentation using Revit 2021 and will collaborate in BIM 360.

Senior Technical Designer Jorge Rovira will assist with the management of consultants requiring input during this phase including Structural Engineering Leader Benton Johnson, MEP Team Leader Rebecca Delaney, and other consultants including civil engineering, vertical transport, technology systems (AV/IT/Security), acoustic design, and

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Option 1 - Renovation + Addition

Option 2 - New Build
landscape design. As the position of the building will be determined, the geotechnical engineering investigations will also be completed during this phase.

The Schematic Design documents will be used to assist the cost consultant to produce a 30% design estimate to be submitted to the client for formal review. Following the review of the estimate, we propose to run a value engineering workshop with the client and cost consultant to provide designing to the project budget is achieved.

The workshop is an opportunity to bring the design team and client together to review the proposed design solutions, the cost estimate, and proposed implementation schedule and approach, with a view to implementing the best cost value.

Additionally, SOM’s Sustainable Engineering Studio (SES) will conduct an integrated design charrette with the project team. The goal is to optimize the integration of green strategies across all aspects of building design, construction and operations, drawing on the expertise of all participants.

**Design Development Phase**

Upon receipt of the Client’s approval of the Schematic Design documents, SOM will prepare Design Development documents to further define and fix the size and character of the project and the major architectural elements as appropriate. The Design Development documents will include drawings, outline specifications and a proposed color, materials and finishes schedule and any professional renderings authorized by the client.

The Design Development documents will be used by the cost consultant as the basis for updating the preliminary estimate of probable construction cost for the work to include reasonable contingencies. We propose to run a second value engineering workshop at the end of this phase to provide the design is still within the client’s budget without compromising the functional and value objectives of the client.

**Construction Documentation Phase**

Upon receipt of the Client’s approval of the Design Development documents and any further adjustments in the client approved budget and project schedule, SOM will prepare one set of construction documents consisting of working drawings and technical specifications for the architectural, structural, and MEP portions of the work. SOM will coordinate the wider consultant teams’ construction documents to form a deliverable of 90% completed Construction Documents.

The 90% Construction Documents will be used by the cost consultant as the basis for updating the preliminary estimate of probable construction cost for the Work to provide that the project is designed within the budget prior to bidding. Following the completion of the 90% cost estimate SOM will finalize a 100% complete, coordinated set to be used for bidding purposes.

**Bidding & Permits Phase**

Upon receipt of the Client’s approval of the Construction Documents, SOM will assist the Client in the selection of contractors to bid the work, issue the bid documents to the contractors for their distribution, answer queries from bidders, and issue any necessary addenda to the bidding documents.

During the Bidding phase, SOM will inform the Client of any adjustments to the probable construction cost as a result in changes in requirements of general market conditions to the extent known to SOM. SOM will assist the client in analyzing bidder proposals and make recommendations to the Client. SOM will participate in one day of bid review meetings with
key trades and will prepare all permits required to facilitate the construction of the building.

In conjunction with the City of Appleton, we also propose to host a pre-construction public consultation engagement session with the wider community to assist with the management of their expectations. This will include outlining the process of the move to a temporary library facility, the expected timeframes for the move and construction and the expected open date of the new facility.

**Construction and Completion Phase**

SOM shall be the representative of the City of Appleton Library during construction and shall assist the client with the administration of the Contract between the owner and the contractor. SOM will provide a reasonable amount of consultation for the purpose of clarification and interpretation of the intent of the Construction Documents and, if determined necessary by SOM, issue supplemental documents to amplify or clarify portions of the Construction Documents.

SOM shall provide periodic on-site observation of construction to review the progress of construction for general conformance with the design concept set forth in the Construction Documents and attend regular construction meetings. SOM shall review shop drawings and material samples for general conformance with the design.

SOM shall review Contractor LEED Progress Reports to provide that the LEED certification can be achieved. We shall act as the administration to confirm the construction LEED Online documentation uploads are complete and then process the LEED construction application and submit for certification.

At the time of substantial completion of construction, we shall prepare a list of items SOM observed as requiring remedial work or replacement. Following a submission by the contractor of a marked up set of architectural and consultant drawings, SOM will manage the process of completing the as-constructed record set of drawings to be submitted. SOM will also assist the library to relocate from the temporary space back to the new facility. The success stories videos, graphics and photos that highlighted key moments through the project will be completed by SOM internally and shared with all key stakeholders.

**Move Management**

SOM will work closely with sub-consultant CCS to manage the library’s moving process. CCS is experienced in library moves, having managed several in various stages and sizes, and is familiar with the appropriate questions to ask at the appropriate time. Similar to our design process, move management will commence with engagement of the client to discuss the required services. Services will include the management of items in storage and/or a temporary venue, assisting in the bidding/selection process to engage a moving company, and managing the move’s strategy and timing. SOM and CCS are confident we can manage this process seamlessly and limit the project to two total moves.
Value-Added Services

We will call on lessons learned from similar projects across the globe to bring exceptional value to the City of Appleton and to allow for greater feedback, stakeholder engagement, and better design outcomes. In addition to our interdisciplinary practice and global perspective, SOM brings value in our experience collaborating with artists and groundbreaking universal design.

Collaboration with Artists

Since its inception, SOM has maintained close and dynamic relationships with many of the greatest artists of the modern era, including Isamu Noguchi, Alexander Calder, Jenny Holzer, Janet Echelman, James Turell, and Pablo Picasso. Whether commissioning standalone works of art for a client or integrating site-specific pieces into the architectural design, SOM has a long and varied history of working with artists to redefine architecture.

For the Chinatown Public Library, the light-filled second floor is defined by panoramic city views and a 60’ long mural representing the history of the Chinatown neighborhood. Chicago artist CJ Hungerman produced the in-situ piece, Universal Transverse Immigration Proclamation, which was informed by community workshops to create a relevant and dynamic focal point.

Universal Design & Accessibility

Inclusive design is more important today than ever before. When it comes to buildings and public spaces, equal access has not only become expected - it’s written into law. For the Appleton Public Library project, our team will design to meet all code requirements for accessibility and will go beyond those standards where possible.

Design choices can either create physical barriers, or remove them. Designing for accessibility is a creative opportunity, and one that we have seized in a multitude of ways. The aspiration is to create places that are not only inclusive but also beautiful and inspiring.

An example of successful universal design implementation is SOM’s master plan of Millennium Park in Chicago. The guiding principle for Millennium Park was universal design - creating a place that could be enjoyed in the same way by all people, regardless of ability or disability. SOM worked closely with the Mayor’s Office of Disabilities, and numerous special interest groups, to develop this vision for a new approach to universal access in a prominent public space. The planning team applied this approach to laying out every element of the park, including pathways, pavilions, and picnic areas. Ramps were designed for everyone to use — not placed as an afterthought, but crafted as an integral part of the landscape.
Project Schedule
Project Schedule

Our proposed schedule for the project identifies critical tasks, durations, and important milestones and deadlines, with design and documentation anticipated to be completed in spring 2022.

Communication and Reporting

Communication management and reporting, essentially providing clear and accurate information to all team members, is a critical part of gaining and maintaining consensus and moving the project forward. While the design process is an iterative and creative process, utilizing multiple forms of communication, drawings, renderings, sketches, etc., fundamentally the project communication must be clear and concise. All meetings will be scheduled in advance with well-defined agendas and required participants. Formal meeting minutes will record all action items for follow-up resolution. All input will be consolidated on standard forms for ease of reference and comparison.

For complex projects such as this, SOM uses a custom designed secure database for both action lists and meeting minutes. This database, easily configured to the unique parts, components, team members, and priorities of the project, will streamline the project by creating a consistent format for all project communication. Based on issue tracking, agendas can be issued on demand, combining all the issues assigned to a meeting, company, person, or topic, into a list agenda with detailed summaries of prior discussions included. Each action can be recorded in real-time, avoiding time consuming re-writing of notes “back at the office.” The resulting minutes are issued documenting the meetings' discussions on the issue, and automatically including that discussion in the next action list or agenda. Our team is highly experienced in communicating with and among large complex groups with various investment in a singular project. We understand the need to maintain transparency but also discretion while transferring information among a large project team. Our credentials are best demonstrated in our proven ability to listen and respond to your requirements.

The SOM team will also maintain a secure e-mail network tool, Newforma®, which allows our team to have direct and seamless communication with our clients, construction managers, consultants and those public entities granted permission to select portions of the database. This tool will be used to maintain information, such as project directories, agendas, meeting minutes, action lists, client directives, relevant code information, and allows our team to distribute all of the written project communications to all team members or only those to whom the information is pertinent. This ensures the entire team receives the same unaltered information at the same time.

Ability to Meet the Overall Schedule

The schedule has been developed to allow for adequate time for stakeholder and community engagement in the early programming and design phases, as well as client review and presentation time in the documentation phases. We will work collaboratively with you to readjust this schedule as needed, if there are particular milestones or deadlines needed to be adhered to. SOM’s Chicago office has a strong team of approximately 200 people and we will dedicate our key resources for this exciting project.
## Project Schedule

<table>
<thead>
<tr>
<th>Week Beginning</th>
<th>March 2021</th>
<th>April 2021</th>
<th>May 2021</th>
<th>June 2021</th>
<th>July 2021</th>
<th>August 2021</th>
<th>September 2021</th>
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<tbody>
<tr>
<td>Mobilization</td>
<td>1/11</td>
<td>2/20</td>
<td>3/22</td>
<td>4/6</td>
<td>5/3</td>
<td>6/7</td>
<td>7/10</td>
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<tr>
<td>30% - Audit / Programming / Concept / Schematic</td>
<td>2 weeks</td>
<td>5 weeks</td>
<td>6 weeks</td>
<td>14 weeks</td>
<td>18 weeks</td>
<td>23 weeks</td>
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<tr>
<td>60% - Design Development</td>
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<td>19 weeks</td>
<td>24 weeks</td>
<td>30 weeks</td>
<td>35 weeks</td>
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<td>100% - Construction Documentation</td>
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<tr>
<td>Bid / Permit / Construction / Completion / Record Drawings***</td>
<td>8 weeks</td>
<td>14 weeks</td>
<td>20 weeks</td>
<td>26 weeks</td>
<td>32 weeks</td>
<td>38 weeks</td>
<td>44 weeks</td>
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<tr>
<td>Client Group; Workshops &amp; Presentations</td>
<td>1/24</td>
<td>2/7</td>
<td>3/10</td>
<td>4/13</td>
<td>5/27</td>
<td>6/30</td>
<td>7/3</td>
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<tr>
<td>Public Consultation**: Workshops &amp; Presentations</td>
<td>1/24</td>
<td>2/7</td>
<td>3/10</td>
<td>4/13</td>
<td>5/27</td>
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<tr>
<td>Consultant Coordination Meeting</td>
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<td>6/30</td>
<td>7/3</td>
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<tr>
<td>Mobilization and Sign Contracts (2 weeks)</td>
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<tr>
<td>Facility Condition Audit and Report</td>
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<td>Client Review of Condition Report</td>
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<td>Engage Additional Consultants</td>
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<td>Survey of existing site &amp; building</td>
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<td>Formal Client Group Review</td>
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<td>Agree Program with Client Group</td>
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<td>Concept Design Options with Cost Estimation (8 weeks)</td>
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<td>Agree preferred Concept Design with Client Group</td>
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<td>Schematic Design (14 weeks)</td>
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<td>Value Engineering Workshop</td>
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<td>Value Engineering Workshop</td>
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<td>Design Development - Revisions for 60% Submission</td>
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<td>Construction Documentation</td>
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<td>Formal Client Group Review</td>
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<td>Formal 100% Presentation to Client</td>
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<td>Formal Client Group Review</td>
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<td>MILESTONE SUBMISSION - 100%</td>
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<tr>
<td>Pre-Construction Presentation to Focus Group (Date tbd)</td>
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<tr>
<td>Bid / Permit Phase</td>
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<tr>
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</tbody>
</table>

**Notes**

* Client Group = City of Appleton Library Staff, the Mayor and the Director of Parks, Recreation & Facilities Management. This also includes the Advisory Committee to be established.
** Public Consultation = Workshops and Presentations to the wider community of Appleton i.e. the Focus Group
*** Time Frame shown for Construction Phase is indicative only and is subject to final contractor’s construction schedule
### Project Timeline

- **Mobilization** (2 weeks)
  - Mobilization and Sign Contracts (2 weeks)
  - Facility Condition Audit and Report (2 weeks)
  - Client Review of Condition Report (2 weeks)
  - Engage Additional Consultants (2 weeks)
  - Survey of existing site & building (4 weeks)

- **Programming** (6 weeks)
  - Programming Meeting with Client Group
  - Focus Group Workshop regarding Program
  - Formal Client Group Review (2 weeks)
  - Agree Program with Client Group

- **Concept Design** (8 weeks)
  - Concept Design Options with Cost Estimation (8 weeks)
  - Concept Design Meeting with Client Group
  - Focus Group Workshop regarding Concept Options
  - Present Final Concept Designs to Client Group
  - Formal Client Group Review (2 weeks)
  - Agree preferred Concept Design with Client Group

- **Schematic Design** (14 weeks)
  - Consultant Coordination Meeting
  - Schematic Design Meeting with Client Group
  - Focus Group Presentation - Design Update
  - Present Schematic Design
  - Cost Estimate @ 30% - Client Request (2 weeks)
  - Value Engineering Workshop
  - Schematic Design - Revisions for 30% Submission (2 weeks)

- **Design Development** (14 weeks)
  - Consultant Coordination Meeting
  - Design Development Meeting with Client Group
  - Focus Group Presentation - Design Update
  - Present Design Development Drawings
  - Cost Estimate @ 60% - Client Request (2 weeks)
  - Value Engineering Workshop
  - Design Development - Revisions for 60% Submission (2 weeks)

- **Construction Documentation** (17 weeks)
  - Consultant Coordination Meeting
  - Cost Estimate @ 90% - Client Request (2 weeks)
  - Formal 90% Presentation to Client
  - Formal Client Group Review (2 weeks)
  - Construction Documentation 90% to 100% (3 weeks)
  - Formal 100% Presentation to Client
  - Formal Client Group Review (2 weeks)

- **Milestone Submissions**
  - 30%
  - 60%
  - 100%

- **Bid / Permit Phase** (8 weeks)
- **Construction Time Frame** (52 weeks)
Additional Information
Building Stories: Chicago Public Library – Chinatown Branch

Visit the following website or click the link to view the video: https://www.som.com/ideas/videos/building_stories_chicago_public_library__chinatown_branch

How can a library embody both community and discovery?

Since first opening its doors in 2015, the Chinatown Branch of Chicago's public library system has become a neighborhood destination for learning and cultural life. SOM’s sustainable approach for the building integrates a unified set of design principles, reflective of shared local values, with a programmatic diversity spanning age groups. We revisited the library in 2018 to see how the unique space has served its larger civic purpose, as well as the individual patrons who use it on a regular basis.

This video features interviews with library staff and members of the Chinatown community alongside new footage of the LEED® Platinum-certified civic, educational, and social center.
Adam Semel is a Partner in SOM’s Chicago office. His global experience fosters a versatile, insightful approach to each client and project. He is practiced with navigating complex public agency approvals, zoning regulations, and community engagement processes. Adam’s strength lies in his ability to work collaboratively with clients and relevant constituencies to develop fresh and innovative ideas during the design and planning phases that lead to holistic project success.

### Select Experience

**West Loop Branch Library**  
Chicago, Illinois  
Interior design, architecture, structural engineering, and FF&E services for a 16,500 sf renovation for a new Chicago Public Library branch including children, teen, adult, and community spaces, new facade, and exterior signage.

**Taylor Street Apartments and Little Italy Branch Library**  
Chicago, Illinois  
Architecture, interior design, and structural engineering for 89,136 sf, 7-story building that integrates housing with a 14,000 sf public branch library. Additional retail and shared community spaces at street level create a synergy between the two distinct programs and serve as a new hub for the neighborhood.

**Chinatown Branch Library**  
Chicago, Illinois  
Architectural design for a two-story branch of the Chicago Public Library network. It serves as the symbolic heart of Chinatown and provides a place of discovery and learning in a digital age.

**Mulva Cultural Center**  
De Pere, Wisconsin  
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**MXD - Digital Manufacturing and Design Innovation Institute (DMDII)**  
Chicago, Illinois  
Programming and concept design of a 94,000 square foot interior and architectural renovation including collaborative office space, visualization facilities, interactive teaching spaces and a manufacturing floor for cutting edge industrial research at the intersection of industry, academics and government.

---

**Education**  
M.Arch, Harvard University, Graduate School of Design  
BA, Wesleyan University  
Columbia University, New York/Paris Architecture Studio

**Professional Registration**  
Registered Architect, IL, NY  
Registered Architect, Victoria and New South Wales, Australia  
NCARB Certification

**Professional Affiliations**  
American Institute of Architects (AIA), Member  
Fellow, Leadership Greater Chicago, Class of 2016  
Chicago Architecture Center, Board of Trustees  
EPIC Academy, Board of Directors  
Economic Club of Chicago (ECC), Member
Water Mission Headquarters
Charleston, South Carolina
Architectural and engineering services for a 50,000 sf nonprofit headquarters adjacent to the Cooper River. Design highlights include a net zero energy and water facility, data center, engineering and administrative office space, and learning center.

Cook County Hospital Adaptive Reuse
Chicago, Illinois
Urban planning concept design and architectural design for 2,188,000 sf site comprised of hotel, housing, office, retail and streetscape. The project includes the historical preservation and renovation of the National Historic Landmark Cook County Hospital which will be a gateway to the revitalized Illinois Medical District. Also included in the project are a medical technology tower, medical office building, pedestrian street and retail and residential buildings.

UIUC P3 Campus Instructional Facility
Champaign, Illinois
140,000 sf campus instructional facility for the College of Engineering that includes flexible student-centered learning spaces, classrooms and places for collaboration. Positioned at the heart of the campus, the building will become a new University hub, serving not only the College of Engineering, but the entire UIUC campus.

P.S. 315Q
New York, New York
Full architectural services for a new primary school for 1,110 students on a steeply sloped site in the Corona neighborhood of Queens, New York, 131,000 sf.

The Kathleen Grimm School for Leadership and Sustainability at Sandy Ground
Staten Island, New York
Full architectural services for a new primary school on a 3.5-acre site that will be NYC School Construction Authority’s first “sustainability lab”, 444 seats, 68,000 sf.
Throughout his 22-year tenure at SOM, Scott Duncan has developed a body of work recognized by The American Institute of Architects, the Council for Tall Buildings and Urban Habitat, MIPIM Asia, and the World Architecture Festival.

His extensive experience in the design and implementation of complex projects around the world includes cultural, large-scale mixed-use, commercial, transportation, hospitality, and residential developments.

Select Experience

**Mulva Cultural Center**
*De Pere, Wisconsin*
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**Dia Art Foundation**
*New York, New York*
Exhibition space for mixed use arts development including galleries, administration, maintenance and meat market functions, 125,000 sf

**U.S. Air Force Academy Polaris Hall, Center for Character and Leadership Development**
*Colorado Springs, Colorado*
An iconic centerpiece for the cadet area of the academy. The new 46,500 sf facility includes a 105-foot-tall ceremonial skylight, educational classroom and assembly spaces, faculty offices. LEED®-NC Gold certified

**Kuwait University Library and Administration Facilities**
*Shadadiya, Kuwait*
Design services for a new central campus support facility in the Shadadiyah Campus, including a mosque, central administration, academic and operational units, a convocation hall, a university library, a visitors’ center, and a conference and culture center, 2.85 million sf

**Water Mission Headquarters**
*Charleston, South Carolina*
Architectural and engineering services for a 50,000 sf nonprofit headquarters adjacent to the Cooper River. Design highlights include a net zero energy and water facility, data center, engineering and administrative office space, and learning center

**Lycée Français de Chicago**
*Strategic Master Plan*
*Chicago, Illinois*
Programming and planning for a range of future expansion scenarios to allow for student body growth. The master plan analyzed the

**Education**
M.Arch, Harvard University, Graduate School of Design  
BA, Lehigh University  
Istituto di Studi Italiani, Studio Arts Program

**Professional Registration**
Registered Architect, IL, NY  
Registered Architect in Victoria and New South Wales, Australia  
USGBC LEED® Accredited Professional

**Professional Affiliations**
Member, American Institute of Architects  
Harvard Real Estate Forum  
Member, Urban Land Institute  
Board Member, Consortium for Sustainable Urbanization  
Chair, Council on Tall Buildings and Urban Habitat (CTBUH) Height and Data Committee
allowable growth per the approved Planned Development within which the existing school sits, as well as benchmarks at peer institutions. Proposed a variety of different options for growth, including renovation, adaptive re-use, additions and new construction. The master plan also included one-, five-, and ten-year plans for growth as well as cost estimates.

**Burr Elementary School**  
**Fairfield, Connecticut**  
Design and planning for new elementary school including all educational and support services needs; fast-track design focused on integrating architecture and landscape, 70,000 sf

**National Museum for the United States Army**  
**Fort Belvoir, Virginia**  
Located on an 85-acre, heavily-wooded site at Fort Belvoir, the museum is designed to highlight the relationship between the Army and the land, 370,000 sf

**The Dia Center for the Arts**  
**Beacon, New York**  
Master plan of 70-acre waterfront involving artists and environmental agencies

**The Skyscraper Museum**  
**New York, New York**  
Design for museum of the economics, technology, and history of tall buildings, 6,000 sf

**Moynihan Station**  
**New York, New York**  
Adaptive reuse and transformation of the 1912 James A. Farley Post Office building into a single level train hall, including entrances and direct circulation links to the track levels, as well as the west end concourse, with all of the necessary support facilities, infrastructure, and MEP systems, 1.2 million sf

**Willis Skydeck Redevelopment**  
**Chicago, Illinois**  
Architectural design for new two-story skydeck experience, lobby and elevator scheme to provide an enhanced amenity space for tenants and tourists at the Willis Tower
Chris Whelan  INT. ASSOC AIA  
Associate / Project Manager

Chris is project manager at SOM Chicago office. With over 14 years’ experience as an architect and project manager, Chris has worked on large educational, cultural, commercial and residential projects in the United States, Australia and Ireland. As a creative and a strategic thinker, Chris balances the knowledge of complex buildings with the needs of multiple and varied stakeholders.

Chris’s responsibilities extend to all aspects of project delivery including contract development and management, master planning, concept design, schematic design, design development and documentation, working with a diverse range of stakeholders across both private and public sectors. He has provided strategic advice to the State Government and Local Government on education and public projects and is experienced in the government approvals process. He has proven skills in managing complex projects with multiple and often conflicting stakeholders.

**Select Experience**

**Upgrade to Paddington Library***
Sydney, Australia
Project Architect responsible for the design and documentation of a major library refurbishment.

**The Hugh Lane Art Gallery Extension***
Dublin, Ireland
Architect responsible for the documentation of the extension to the prestigious Hugh Lane Art Gallery Dublin’s city center, working alongside prominent artist, Sean Scully.

**Upgrade to Lidcombe Public School Library***
Sydney, Australia
Project Architect and Project Manager for library renovation to create flexible learning spaces

**Downtown Rochester Bus Rapid Transit System**
Rochester, Minnesota
Architectural and engineering design of a transit center in downtown Rochester

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**Education**
M. Arch, University College Dublin, Ireland
B. Arch, University College Dublin, Ireland

**Professional Registration**
Registered Architect, New South Wales, Australia
National Council of Architectural Registration Boards, USA (NCARB)

**Professional Affiliations**
American Institute of Architects – International Associate Member AIA
Australian Institute of Architects – Level 1 Member
Association for Learning Environments Australasia (A4LE)

*Projects completed prior to joining SOM
Julie Michiels is an Associate Director and Interior Design Leader in Chicago and helps lead SOM’s interdisciplinary, holistic approach to human-centered design for its global portfolio of interior projects. Julie calls on her extensive experience as an architect, interior designer, and project leader to guide complex project teams focused on developing innovative design solutions tailored to the needs of the client. With a dedicated focus on client service, collaboration, and designing from the inside out, she has been involved in several award-winning projects—diverse in scale, location, and typology—from concept to completion.

Select Experience

**Mulva Cultural Center**
**De Pere, Wisconsin**
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**Northtown Library and Apartments***
**Chicago, Illinois**
AIA ALA Award winning 65,000 sf collocation project in the West Ridge neighborhood of Chicago. Combines the amenities of the local library with 44 affordable apartments for seniors

**American College of Surgeons Office Renovation**
**Chicago, Illinois**
Interior design, programming, space planning and FF&E for 140,000 sf, seven-floor phased restack and office renovation

**SOM Chicago Office Renovation**
**Chicago, Illinois**
Multi-floor interior renovation to enhance the interdisciplinary collaboration central to the firm’s design practice

**Lisle Elementary School***
**Lisle, Illinois**
New construction for a 105,000 sf facility on 7-acre site. Program includes a central commons that serves as the library and heart of the project, a full size gym, cafe space, and classrooms that feature abundant daylight and a variety of seating and technology options.

**Gigi’s Playhouse***
**Hoffman Estates, Illinois**
A 16,000 sf renovation of an existing retail complex, the space was re-imagined as a dual purpose space for Gigi’s Playhouse and National Headquarters, a non-profit that serves children with Down Syndrome as well as their families and the community
Arathi Gowda is responsible for championing environmental best practices during the design and construction phases of Architecture, Planning, and Interior projects. As a liaison between Architecture and Engineering, Arathi brings her knowledge of analysis and passive design techniques to the projects that she engages in. Her role focuses on helping project teams realize integrated design solutions that consider the impacts of the built environment on multiple scales, from infrastructure to the embodied energy of building materials.

**Select Experience**

**Chinatown Branch Library**
**Chicago, Illinois**
Architectural design for a two-story branch of the Chicago Public Library network. It serves as the symbolic heart of Chinatown and provides a place of discovery and learning in a digital age.

**Taylor Street Apartments and Little Italy Branch Library**
**Chicago, Illinois**
Architecture, interior design, and structural engineering for 89,136sf, 7-story building that integrates housing with a 14,000sf public branch library. Additional retail and shared community spaces at street level create a synergy between the two distinct programs and serve as a new hub for the neighborhood.

**MXD - Digital Manufacturing and Design Innovation Institute (DMDII)**
**Chicago, Illinois**
Programming and concept design of a 94,000 square foot interior and architectural renovation including collaborative office space, visualization facilities, interactive teaching spaces and a manufacturing floor for cutting edge industrial research at the intersection of industry, academics and government.

**Long Beach Civic Center**
**Long Beach, California**
The master plan revitalizes 22 acres of downtown Long Beach by creating a new vibrant, mixed-use district that includes a new City Hall, Main Library, Port Headquarters, and the reactivation of historic Lincoln Park. The new Civic Center plan optimizes operations and maintenance, maximizes street parking, introduces plazas and promenades.
As a Senior Designer, Jason Fisher collaborates and develops design concepts in conjunction with the Design Partner. He is responsible for the project design and for the leadership of the project team. Jason implements and directs the design strategy of a project and is responsible for the project's adherence to the design intent.

Select Experience

**Mulva Cultural Center**  
*De Pere, Wisconsin*  
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**Chinatown Branch Library**  
*Chicago, Illinois*  
Architectural design for a two-story branch of the Chicago Public Library network. It serves as the symbolic heart of Chinatown and provides a place of discovery and learning in a digital age.

**Lincoln Yards**  
*Chicago, Illinois*  
Master Planning and architecture services for 70 acres of land which will connect Lincoln Park to Bucktown, two of the Chicago’s most vibrant urban environments in the US. As the city’s dynamic River-centered innovation and lifestyle cluster, Lincoln Yards will provide Chicagoans a mixed-use destination that integrates office, shopping, dining, entertainment, residential and hospitality development.

**KVB Development**  
*Nashville, Tennessee*  
Mixed-use development including an office and residential tower, ground floor retail and above & below grade parking.

**GSA Federal Office Building***  
*Miramar, Florida*  
Design of an all glass federal office building in Miramar Florida as part of the design excellence program administered by the US Government.

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*Projects completed prior to joining SOM*

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**Education**  
MS, Massachusetts Institute of Technology  
B.Arch, University of Wisconsin Milwaukee

**Professional Registration**  
Registered Architect, WI  
American Institute of Architects Chicago Chapter (AIA)

**Professional Affiliations**  
Lecturer at Illinois Institute of Technology 2017
As a Senior Technical Designer, Jorge Rovira focuses on the craft of architecture and collaborates with the Design Partner to develop design concepts. He is responsible for leading technical coordination of all aspects of the project, within the functional, aesthetic and budget requirements. Jorge’s passion for sophisticated building enclosure and efficiency of the design is evident in all his projects. Emphasising multidisciplinary collaboration,

**Select Experience**

**Mulva Cultural Center**
**De Pere, Wisconsin**
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**C.H. Robinson Midwest Headquarters**
**Chicago, Illinois**
207,000 sf, 4-story high performance office building on the former site of the historic Finkl Steel mill along the north branch of the Chicago River. The development houses the Midwest headquarters of C.H. Robinson.

**Lincoln Yards**
**Chicago, Illinois**
Master Planning and architecture services for 70 acres of land which will connect Lincoln Park to Bucktown, two of the Chicago’s most vibrant urban environments in the US. As the city’s dynamic River-centered innovation and lifestyle cluster, Lincoln Yards will provide Chicagoans a mixed-use destination that integrates office, shopping, dining, entertainment, residential and hospitality development.

**O’Hare International Airport Satellite Concourses 1 and 2**
**Chicago, Illinois**
Design of two satellite concourses in conjunction with the Global Terminal to replace the existing Terminal 2 with a new international facility.

**Education**
M. Arch, and Illinois Institute of Technology (IIT)
B.Arch, Superior School of Architecture of Barcelona (ETSAB)

**Professional Affiliations**
Chicago University Club
Chicago Committee on High Rise Buildings, Alternate
Professor adjunct at Illinois Institute of technology with SOM Cloud Studio, Illinois Institute of Technology, 2015 to 2018
Benton Johnson PE, SE, LEED® GA
Director of Structural Engineering / Structural Engineering Leader

As Director of Structural Engineering in the Chicago office, Benton Johnson brings new approaches to structural engineering and sustainable design through research initiatives and industry partnerships. He works under the direction of the structural engineering partner to develop effective structural solutions that are compatible with the project’s planning, architecture, and other systems. He manages the structural engineering team and is responsible for the design and documentation of structural engineering projects.

Ben also leads SOM’s Timber Tower Research Project, a multi-year initiative involving full-scale structural, fire, and acoustic testing of mass-timber systems. He has also emerged as a leader in 3D printed buildings through collaborations with Oak Ridge National Laboratory and the U.S. Army Corps of Engineers.

Education
MS, Civil Engineering, University of Minnesota
BS, Civil Engineering, University of Minnesota

Professional Registration
Registered Structural Engineer, Illinois
Registered Professional Engineer, WI, CA, OH
LEED® Green Associate

Professional Affiliations
SEAoI Outstanding Young Engineer Award, 2016
ENR Top 25 Newsmaker, 2014

Select Experience
Mulva Cultural Center
De Pere, Wisconsin
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

Taylor Street Apartments and Little Italy Branch Library
Chicago, Illinois
Architecture, interior design, and structural engineering for 89,136 sf, 7-story building that integrates housing with a 14,000 sf public branch library. Additional retail and shared community spaces at street level create a synergy between the two distinct programs and serve as a new hub for the neighborhood.

West Loop Branch Library
Chicago, Illinois
Interior design, architecture, structural engineering, and FF&E services for a 16,500 sf renovation for a new Chicago Public Library branch including children, teen, adult, and community spaces, new facade, and exterior signage.

Billie Jean King Main Library
Long Beach, California
New library building to replace an old facility that is part of the larger Long Beach Civic Center redevelopment. Project is 100,000 square feet and uses a hybrid timber and steel structure to minimize weight and reuse existing foundations.
Rebecca Delaney is a Mechanical Team Leader for project-based multi-disciplinary engineering/sustainability teams at SOM. She is responsible for complete mechanical system design from conceptual through construction (drawings, schedules, specifications). She is also responsible for adherence to internal Quality Assurance/Quality Control processes and for inter-disciplinary coordination throughout all stages of design.

Select Experience

**Mulva Cultural Center**
De Pere, Wisconsin
Architectural and engineering services of a 60,000 sf of cultural museum and exhibition space.

**Optimo Hat Production Facility**
Chicago, Illinois
Renovation of 7,500 sf firehouse into hat making facility

**717 N Michigan Avenue**
Chicago, Illinois
60,000 sf base building renovation for a retail development on Chicago’s Magnificent Mile, with upgrades to enhance the building’s sustainable design features and provide flexibility for the next generation of retail tenants

**Air Force Academy Center for Character & Leadership Development**
Colorado Springs, Colorado
46,000 sf academic facility including classrooms, meeting rooms and offices

**C.H. Robinson Midwest Headquarters**
Chicago, Illinois
207,000 sf, 4-story high performance office building on the former site of the historic Finkl Steel mill along the north branch of the Chicago River

**Chicago Public Schools - Existing Building Surveys**
Chicago, Illinois*
Evaluate existing system infrastructure for potential replacement and/or planned additions to schools. Some of the schools included were the Kinzie Elementary, Edison Park Elementary and Hale Elementary.

**Chicago Vocational Career Academy**
Chicago, Illinois
Mechanical Engineer for the renovation of the existing 1940 facility, upgrading the central HVAC plant and woodworking shop in support of STEM and Career & Technical Education (CTE)

**Education**
BS, Architectural Engineering, Pennsylvania State University
MS, Architectural Engineering, Pennsylvania State University

**Professional Registration**
Registered Professional Engineer, IL, NY and TN
LEED® Accredited Professional

**Professional Affiliations**
Member, ASHRAE
Member, USGBC
Member, Urban Land Institute
Board Member, Nashville Civic Design Center
Board Member, Pennsylvania State University College of Engineering Young Alumni Association Board
Architecture / Construction / Engineering (ACE)-Mentoring Program, Mentor

*Projects completed prior to joining SOM
Michelle Mirrieless Newman  LEED® BD+C  
Associate, Materials Specialist / FF&E and Materials Specialist

As a materials and furniture specialist, Michelle Mirrieless utilizes her extensive knowledge of natural and man-made materials and products to further refine design concepts and expression of client culture on projects. Well-versed in environmental and health sustainability, as well as investigation, evaluation and application of color, materials and systems, Michelle provides an additional experience and depth to SOM design solutions.

**Select Experience**

**Chinatown Branch Library**  
**Chicago, Illinois**  
Architectural design for a two-story branch of the Chicago Public Library network. It serves as the symbolic heart of Chinatown and provides a place of discovery and learning in a digital age.

**Taylor Street Apartments and Little Italy Branch Library**  
**Chicago, Illinois**  
Architecture, interior design, and structural engineering for 89,136 sf, 7-story building that integrates housing with a 14,000 sf public branch library. Additional retail and shared community spaces at street level create a synergy between the two distinct programs and serve as a new hub for the neighborhood.

**West Loop Branch Library**  
**Chicago, Illinois**  
Interior design, architecture, structural engineering, and FF&E services for a 16,500 sf renovation for a new Chicago Public Library branch including children, teen, adult, and community spaces, new facade, and exterior signage.

**MXD - Digital Manufacturing and Design Innovation Institute (DMDII)**  
**Chicago, Illinois**  
Programming and concept design of a 94,000 square foot interior and architectural renovation including collaborative office space, visualization facilities, interactive teaching spaces and a manufacturing floor for cutting edge industrial research at the intersection of industry, academics and government.

**Civic Opera House Renovation**  
**Chicago, Illinois**  
Master planning, design and construction documentation for restoration and renovation of current performance facilities.

**American College of Surgeons**  
**Chicago, Illinois**  
Interior design, programming, space planning and FF&E for 140,000 sf, seven-floor phased restack and office renovation.

**Education**  
Bachelor of Individualized Studies (BIS) in Fine Art/Design/Sociology, University of Minnesota

**Professional Registration**  
LEED® Accredited Professional BD+C

**Professional Affiliations**  
USGBC Chicago Chapter
Michael Skowlund PLA, LEED® AP  
Director / Lead Landscape Architect

Michael is a professional landscape architect with experience in site planning and landscape design at firms in Chicago, Washington DC, and Oregon. Leading projects of all scales across the country and abroad, Michael is adept at finding solutions to complicated building and site challenges. Devoted to collaboration between clients and multidisciplinary design teams, Michael enjoys crafting resilient working landscapes that maximize functional and aesthetic potential, connecting people to land in ways that improve daily living.

Select Experience

**Lisle Elementary School**  
*Lisle, Illinois*  
Lead Landscape Architect for new construction of 105,000 SF facility on 7 acre site. Landscape includes 26 species of trees and six species of shrubs planted at grade, and an outdoor planted terrace is featured on the second story for use by faculty and students.

**The Salt District**  
*Chicago, Illinois*  
Lead Landscape Architect for adaptive reuse of historic Morton Salt facility on a 4.2 acre site. Vision for the development is to create a mixed-use destination that celebrates sites history and creates a greater connection to the river.

**Omni Ecosystems Headquarters**  
*Chicago, Illinois*  
Lead Landscape Architect for adaptive reuse of 65,000 SF century old structure located on 4.2 acre site to house Omni Ecosystems’ new Corporate HQ. Features 10,000 SF green roof and more than 3,000 interior plants.

**1315 N North Branch**  
*Chicago, Illinois*  
Lead Landscape Architect for adaptive reuse of 140,000 SF industrial facility that houses a local developer's HQ. Design includes an interior garden in the office lobby and another in a common area. Interior plantings include trees up to 20 ft. tall.

**Greater Chicago Food Depository**  
*Chicago, Illinois*  
Lead Landscape Architect for GCFD’s HQ expansion on Chicago’s south side. Includes a half-acre community garden. Site designs ties existing conditions with new 40,000 SF facility.

Education  
Bachelor of Landscape Architecture, University of Wisconsin-Madison

Professional Registration  
Professional Landscape Architect, Illinois, Colorado, Georgia, Ohio, Virginia, Wisconsin  
CLARB Certified  
LEED AP

Professional Affiliations  
American Society of Landscape Architects
Janelle Johnson  PLA
Associate Director / Landscape Architecture Project Manager

Janelle brings nearly 15 years of experience in site planning, design, and project management. She oversees design projects from start to finish including schedules and budgets from early design through construction observation. Her skill in managing teams efficiently translates into cost-effective and timely projects for the firm’s clients.

Janelle’s experience spans across the public and private sectors with projects ranging from residential estates to public parks. Her interests lie at the intersection of design and preservation, where her design approach uses the cultural and historical influences of the site to inform her design sensibility.

Education
Master of Landscape Architecture and Certificate of Historic Preservation, University of Pennsylvania
BS, Landscape Architecture, Purdue University

Professional Registration
Professional Landscape Architect, Illinois, Pennsylvania

Professional Affiliations
American Society of Landscape Architects

Select Experience

Joint Public Safety Training Center
Chicago, Illinois
Project Manager for feasibility study and concept design of existing facility, which borders a future training center for first responders. Study explores the incorporation of a community focused building and restaurants on the existing site in an effort to bring community together and increase interaction between residents and first responders in a naturally occurring way.

Stevenson High School
Lincolnshire, Illinois
Project Manager for 7,100 SF immersive ADA accessible rooftop garden atop new high school. Rooftop features teaching spaces as well as an exterior garden for agriculture. Incorporates a high level of plant variety and seed mixes.

Carle Hospital Foundation
Urbana-Champaign, Illinois
Project Manager for 6,000 SF immersive, therapeutic garden on hospital’s 6th floor, designed for respite and restoration.

934 N North Branch
Chicago, Illinois
Landscape Architect for feasibility study and concept design of innovative food hub and incubator along the Chicago River. Vision is to re-energize the site by creating a publicly accessible, luxury experiential destination focused around food that brings natural habitat back to the river by use of the river’s edge.

Holmes Elementary School
Oak Park, Illinois
Project Manager for landscape architecture and site enhancements on school grounds of existing elementary school.
Christopher Hitch PE
Senior Project Manager / Civil Engineering Leader

Chris has 20 years of experience providing site planning, design, entitlement and construction support services to the land development industry. His portfolio includes a broad range of commercial, educational, industrial, health care, long-term care, mixed-use, recreational, multi-family and single-family residential developments.

Chris is responsible for due diligence investigation, site feasibility analysis, design oversight and permitting coordination on projects throughout Wisconsin. He is an advocate for innovative stormwater practices and green infrastructure, as well as a member of the firm’s urban design team.

Select Experience

**Norwegian Heritage Center**
Stoughton, Wisconsin
6,700-square-foot exhibit hall, library and auditorium on a 0.4-acre urban redevelopment site. Provided site engineering and landscape architectural design services associated with patio, garden, parking lot and utilities.

**Chippewa Nature Center**
Midland, Michigan
Visitor center and preschool. Responsible for design services including grading, erosion control, parking lot, public water main, private septic systems and low-impact stormwater management. Sustainable design elements included three rain gardens, two bio-retention swales, recycled asphalt pavement and tire aggregate septic absorption field. Submittal to U.S. Green Building Council for LEED® certification.

**Ozaukee Humane Society**
Saukville, Wisconsin
21,100-square-foot animal care facility on three acres, designed to be the first green animal shelter in the Midwest. Responsible for surveying, site engineering and landscape architectural design services associated with a parking lot, vehicle drop-off point, storage garage, private utilities, stormwater management facilities, outdoor training area and looped dog walking paths. Coordination of submittals to Village of Saukville, Wisconsin Dept. of Commerce, WisDOT, WDNR, American Transmission Company and U.S. Green Building Council for LEED® certification.

Education
BS, Civil Engineering, University of Wisconsin–Platteville

Professional Registration
Professional Engineer: WI

Professional Affiliations
American Society of Civil Engineers
Urban Land Institute
John Casucci PLS
Senior Project Manager / Survey Leader

John has 33 years of experience on a wide range of surveying projects, including boundary, aerial, construction, topographic, and control surveying. John is responsible for project management, project research and setup, calculations, plan review, and quality control. In addition, he prepares subdivision and condominium plats, certified survey maps, and ALTA/NSPS Land Title Surveys. He is very experienced in the use of AutoCAD, Civil 3D, Land Development Desktop, and Microsoft Office software.

Select Experience

City of New London Library
New London, Wisconsin
Performed a boundary, topographic, and utility survey for the design of a new library. Prepared a certified survey map to combine lots into a single parcel.

Village of Greendale Library
Greendale, Wisconsin
Provided a topographic and utility survey for drainage design.

Marquette University
Milwaukee, Wisconsin
Prepared a boundary, topographic, and utility survey for the design of a new law school building.

Aurora Hospital
Oconomowoc, Wisconsin
Performed a design survey, subdivision, and construction staking for a new hospital facility.

Town of Salem Town Hall
Salem, Wisconsin
Provided a topographic survey for paving and drainage design.

City of Oak Creek
Oak Creek, Wisconsin
Performed a route survey of 4,000 feet of Howell Avenue for water main relocation and design.

Consaul Commons
Streetscape Design
Whitefish Bay, Wisconsin
Prepared a topographic and utility survey for the design of streetscaping between buildings.

Education
BS, Civil & Environmental Engineering with Surveying Option, University of Wisconsin-Madison

Professional Registration
Wisconsin Professional Land Surveyor
Illinois Professional Land Surveyor
Iowa Professional Land Surveyor

Professional Affiliations
Wisconsin Society of Land Surveyors, 1998-present
Wisconsin Society of Land Surveyors
National Business Institute, Presenter

Professional Affiliations
Wisconsin Society of Land Surveyors, 1998-present
Wisconsin Society of Land Surveyors
National Business Institute, Presenter
Joseph E. Ferron RCDD
Senior Intelligent Building Design Engineer / Lead AV/IT Engineer

Joseph is a talented and dedicated professional with more than 20 years of extensive consulting, design, engineering, project management and installation experience in both Information Technology Infrastructure and Information Technology Systems. He enjoys the strategic planning, design and management of complex technology solutions with goals to become an Intelligent Building expert. Joseph works directly with architects, engineering firms, consultants, manufacturers, and end users to provide innovative and state of the art technology solutions.

Education
University of Illinois Chicago, Electrical Engineering
United States Navy Missile/Fire control systems Veteran of Desert Storm

Professional Registration
Building Industry Consulting Service International (BICSI)
Realcomm Conference Group
Intelligent Building Conference (IBCon)

Professional Affiliations
Mitel Advanced MCD
Sony Certified Professional, SCP
Avaya IP Office
Adtran ASTA

Legler Branch Library Renovation
Chicago, Illinois
Renovation of the Legler Chicago Public Library at 115 S Pulaski. It is a National Landmark building, and the additions will include a computer room on the second-floor, offices in the lower level, some toilet rooms and small office upgrades. It is assumed these renovations will move this from a branch to a regional library. 36,000 sf

MSI Zephyr Exhibit
Chicago, Illinois
The new Zephyr Exhibit at the Museum of Science and Industry in Chicago, IL. 4,400 sf

Cincinnati Ballet
Cincinnati, Ohio
The new 65,000 sf Center for dance includes the following program elements: administrative workplace, executive suite, development / marketing, ballet company space, academy space

Select Experience

Taylor Street Apartments and Little Italy Branch Library
Chicago, Illinois
This project is located at 1350 W. Taylor St. / Little Italy Neighborhood of Chicago, IL on a 38,661 sf site. The project consists of a seven-story mixed-use building with a total overall gross enclosed area of approximately 88,474 sf
Sherman St. Hill
Technology Engineer

Sherman St. Hill, Technology Engineer at dbHMS works closely with the Senior Technology Engineer on projects that include the design of structured cabling, security (including access control and video surveillance) and audio visual systems. Sherman is a versatile and highly motivated professional who undertakes complex projects, meets tight deadlines and delivers superior performances.

Select Experience

**Chicago Public Library Harold Washington Branch, Children’s Library**  
Chicago, Illinois
Renovation of the Thomas Hughes Children’s Library located in the Harold Washington Library in Chicago. This work includes developing a prototype design that can be implemented both in part and in full within other Chicago Public Library (CPL) branch locations. The goal is to enliven and stimulate spaces in the Children’s Rooms so that play-based learning is encouraged. 24,00 sf

**The Hatchery – A New Food Incubator Development**  
Chicago, Illinois
The Hatchery is a non-profit food and beverage incubator dedicated to helping local entrepreneurs build and grow successful businesses. Through its cutting-edge kitchen facilities, robust entrepreneurship curriculum, and partnerships with corporate sponsors and foundations, it supports local food and beverage entrepreneurs, cultivates local job opportunities, and accelerates local economic growth. 70,000 sf

**Ritz-Carlton Chicago Renovation**  
Chicago, Illinois
A two-phase hotel renovation at the Ritz Carlton Hotel in Chicago. Phase One is a 31-floor complete renovation of the lighting and finishes of all guest room hallways, the complete mechanical, electrical, and plumbing remodeling of all multi-room guest suites, and the replacement of original multi-zone air handling systems serving the existing exercise room and back of house hotel offices and dining room. 434 Guest Rooms

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**Education**

MS, Information Technology & Management, Illinois Institute of Technology

BS, Information Technology, Illinois Institute of Technology

Associate of Applied Science, Electronics Engineering, Sir Arthur Lewis Community College, Saint Lucia
Marvin is a Senior Cost Manager in the architectural, structural and civil disciplines. He provides detailed cost estimates at all phases of design, including conceptual, schematic, design development, working drawing and construction document. In addition to providing cost estimates, Marvin’s responsibilities also include quantity take-offs, and obtaining unit and labor/material pricing. He has extensive municipal experience nationwide including libraries, village halls, public works buildings, and police and fire stations.

Select Experience

City of Chicago Library Improvement Program
Chicago, Illinois
Cost estimating services as a sub-consultant to the Owner Representative for renovations and upgrades to 30+ branches of the Chicago Public Library throughout the city.

Fairfield Area Library
Henrico, Virginia
44,000 sf new library on a 10-acre site with expansion capability. This project has a goal of LEED Silver certification.

Fountaindale Public Library,
Computer Lab Adaptive Re-Use
Bolingbrook, Illinois
Conversion of an existing 1,500 sf computer lab into a meeting room at the existing library.

Helen Matthes Library
Effingham, Illinois
Conversion of an existing 5/3 Bank into a library facility, involving over 27,000 sf.

Obama Presidential Center
Chicago, Illinois
Concept estimates for the 229,000 sf new Obama Presidential Center. The Center will be split into three main buildings: a Library, Forum, and a stone-clad “landmark” tower that will house a Museum.

University of Illinois, Main Library and Undergrad Library Redevelopment Plan
Champaign, Illinois
Cost estimates for the Assessment and Development Plan involving the comprehensive renovation of the Main Library (597,500 sf) and Undergraduate Library (95,500 sf). Work will be done in three phases over 20 years.

Education
BS, Advanced Technical Studies,
Southern Illinois University

Professional Registration
Certified Professional Estimator,
National

Professional Affiliations
Board Member, Chicago Chapter,
American Society of Professional Estimators (ASPE)
Jeannine Colaço
Owner & Design Director / Designer, Graphics & Wayfinding

As Founder of Studio J9, Jeannine Colaço’s award-winning experiential designs are as diverse as they are original. Her wide-ranging practice has embraced a multi-disciplinary approach forging a new genre of design which blurs the boundaries of graphic design, interiors, and architecture.

Her signature is excellence and originality – and a passion for precise detail. She brings her art and master-level design craftsmanship to the creative pursuit of the best visual solutions for her clients, realizing the practical and emotional aspirations of every project.

Select Experience

West Loop Branch Library
Chicago, Illinois
Award-winning comprehensive exterior, interior experiential graphics and signage for a 16,500 SF renovation for a new Chicago Public Library branch including children, teen, adult, and community spaces.

Taylor Street Apartments and Little Italy Branch Library
Chicago, Illinois
Graphics, branding and signage for the exterior and interior of Chicago’s first 69,000 SF co-located housing and public library branch.

MXD - Digital Manufacturing and Design Innovation Institute (DMDII)
Chicago, Illinois
Cohesive exterior and interior signage, branding and wayfinding for the 94,000 SF Chicago-based research and commercialization collaborative, now known as MXD.

University of Illinois (UIUC) Campus Instructional Facility
Urbana-Champaign, Illinois
Experiential graphics, branding and wayfinding for a new 5-story, 122,000 SF Campus Instructional Facility.

University of Chicago Student Wellness Center
Chicago, Illinois
Experiential graphics and branding for a renovated and expanded 30,000 SF student wellness center.

Education
BFA, Graphic Design, Rhode Island School of Design (RISD)

Professional Registration
Chicago Women’s Business Development, WBE Certified
Women’s Business Enterprise National Council, WBE Certified
State of Illinois and City of Chicago, WMBE Certified

Professional Affiliations
American Institute of Graphic Arts (AIGA)
Society for Experiential Graphic Design (SEGD)
Gwen Grossman LC, IALD, IESNA
Principal and CEO / Lead Lighting Designer

Gwen Grossman is pursuing her dream of combining artistry and technical knowledge into cutting edge architectural lighting design. She boasts over (27) years of experience, including training and a former career in theatrical lighting. She brings creativity and collaboration to the forefront of her work. Gwen has won (19) IESNA Lighting Design Awards of Merit and is the proud founding designer of GGLD, which is certified as a WBE (Women Owned Business Enterprise) nationally with WBENC and locally with Cook County Chicago.

Select Experience

West Loop Branch Library
Chicago, Illinois
17,000 GSF; Formerly the Harpo studio campus, this building was donated to the city to become the first library in the neighborhood. The renovated interior exposes the previously-concealed original bow-truss ceilings and skylights to create a light-filled, loft-like space that reflects the West Loop’s factory-warehouse style.

DeKalb Public Library
DeKalb, Illinois
64,000 GSF; This renovation and addition to a public library includes an event space, tween room, children’s floor, and a new expanded wing. The project received an IESNA Award of Merit in 2017.

Ledger Library
Chicago, Illinois
36,000 GSF; As part of a redesign for the Chicago Public Library Branch, it was crucial to keep the integrity of the traditional style while still producing a contemporary design. By supplementing the original mosaic skylight with more natural daylighting, the design creates a soft glow throughout the space highlighting the character of the original details.

Columbia College Student Center
Chicago, Illinois
114,000 GSF; The building aimed to embrace Columbia’s creative curriculum, including visual arts exhibit spaces, dance studios, study areas, maker labs, dining facilities, a fitness center, a performance space, and two outdoor terraces. The design concept took the conventional idea of a light-filled atrium and turned it inside-out, making the active student spaces more visible by pushing them to the perimeter.

Education
Master of Fine Arts, Theatrical Lighting Design, University of San Diego
Bachelor of Fine Arts, Theatrical Lighting Design, University of Cincinnati

Professional Registration
IALD - Professional Member
International Association of Lighting Designers
IESNA - Illuminating Engineering Society of North America
LC - Lighting Certified National Council on Qualifications for Lighting Professionals (NCQLP)
Claudia Barrett is tenacious lighting designer with a background in theatrical set design, lighting, and experience in architecture and interior design. She has a great understanding of the relationship between light, space and architecture and how they enhance each other to create a cohesive design. She believes that lighting design is an essential element in the overall design concept, it not only sets the tone but it also enhances all the other objects in the room.

**Select Experience**

**Loyola University Cudahy Hall**
Chicago, Illinois
34,000 GSF; The space features a 3D fabrication room, optics labs, classrooms, conference and office spaces, as well as open and private communal breakout spaces throughout. Finding the balance between performance and aesthetics was critical in order to produce a fun and educational space for students and staff. Close attention was paid throughout the design in order to ensure optimal light levels for a variety of lab spaces. The design focused on providing space for easy collaboration between students and professors that offered flexibility for formal and informal interactions.

**Ledger Library**
Chicago, Illinois
36,000 GSF; As part of a redesign for the Chicago Public Library Branch, it was crucial to keep the integrity of the traditional style while still producing a contemporary design. By supplementing the original mosaic skylight with more natural daylighting, the design creates a soft glow throughout the space highlighting the character of the original details.

**IIT Bailey Hall**
Chicago, Illinois
The building houses students with the intent of promoting social interaction and collaboration within the freshman student body. While keeping the integrity of Mies van der Rohe’s modern design, a clean and simple aesthetic was applied in order to accent the minimalist facade of the exterior. The building includes dormitories, amenities, and a multitude of breakout areas on each floor.
Gregory Miller PE, INCE  
Principal / Lead Acoustics Designer

Greg Miller has a deep love of every aspect of the design process, from the earliest moments of conceptualization to reflecting on the first few years of operation with end users. While he will enthusiastically dive into the technical minutiae of a construction detail, Greg never forgets that the goal of his work is not a well-crafted report, a beautiful set of drawings, or even the finished building; the only true measure of his success is the experience of people who inhabit the buildings he helps design.

In addition to his consulting work Greg is regularly invited to lecture at universities and to his peers at national and international conferences on acoustics and theater design.

Select Experience

Joliet Public Library
Joliet, Illinois
Acoustic design for a complete interior renovation of the Black Rock branch of the Joliet Public Library, including new public meeting spaces, public use auditorium, and acoustic coordination of a central domed space over the main reading room.

Cayman Academy Library
George Town, Cayman Islands
Acoustic design for a new library within the Cayman Academy, a K-12 school whose library serves as the main public library for the community. The project included acoustic control of spaces with soaring ceilings, and acoustic isolation between library and educational spaces.

Haverford VCAM Building
Haverford, Pennsylvania
Acoustic design of the Visual Culture, Arts, and Media Building retrofit into the existing confines of a historic gym space. The project includes multimedia research facilities as an extension of the college library.

Gail Borden Public Library
Elgin, Illinois
Acoustic design for the renovation of stack spaces and youth facilities to create “Studio 270”, a space oriented middle and high school students. The space includes youth meeting rooms, music rehearsal spaces, and the Digital Media Lab, a recording studio open to the community.

Education
BEng in Mechanical Engineering, The Cooper Union for the Advancement of Science and Art

Professional Registration
Professional Engineer, Illinois

Professional Affiliations
Institute of Noise Control Engineers (full elected member)
Peter Chicoine, Consultant, began working for Lerch Bates in 2019. He is currently working in the Lerch Bates Chicago Office providing vertical transportation analysis and design. Previously, Peter Chicoine worked for Harvey-Cleary Builders as Assistant Project Manager (Washington DC Office) from 2010-2013 and OTIS Elevator company as Project Manager and New Equipment Sales Representative (Orlando, Fl Office) from 2013 to 2019.

**Select Experience**

**Obama Presidential Library**
Chicago, Illinois
220,000 SF; In June 2016, the foundation chose New York-based Tod Williams Billie Tsien Architects and Chicago-based Interactive Design Architects to jointly lead the design and engineering of the center. LB provided to the project the new design vertical transportation consulting services, including: Concept Design, Schematic Design, Design Development, Construction Documents and Construction Administration.

**UIUC Chez Center for Wounded Veterans in Higher Education**
Champaign, Illinois
Opened in the Fall of 2015, the Chez Veterans Center provides residential and non-residential support services to empower military-connected students to realize their potential through a world-class education experience that prepares them to lead fulfilling, meaningful, and maximally independent lives.

**UIUC Altgeld Hall & Illini Hall**
Champaign, Illinois
Altgeld Hall, located at 1409 West Green Street in Urbana, Illinois on the University of Illinois at Urbana–Champaign (UIUC) campus, was built in 1896–97 and was designed by Nathan Ricker and James McLaren White of the University’s architecture department in the Richardsonian Romanesque style. This project encompasses the renovation of Altgeld Hall, including two new elevators and, the new construction of Illini Hall - a 7-story building academic building.

**O’Hare Terminal 5 Expansion**
Chicago, Illinois
300,000 SF; The City of Chicago has issued a $83.25 million permit for the “superstructure of east expansion for proposed Terminal 5 expansion”. The Terminal 5 project has an overall cost of $1.2 billion, and has been designed by HOK and Muller and Muller Inc. It will result in more than 300,000 SF
Letter of recommendation for Scott Duncan, AIA LEED AP Partner, SOM

To whom it may concern:  October 29, 2020

I am the Founding Director and curator of The Skyscraper Museum, a small museum in lower Manhattan that opened to the public in our SOM-designed permanent home in 2004. As an academic architectural and urban historian, when I launched the idea for an institution and gallery devoted to skyscrapers in 1997 in vacant banking hall on Wall Street (there was a real estate recession!), I had a lot to learn about museums. From almost the start, in 1998, SOM became my pro-bono designer and guide as we began to think, first about a hypothetical museum space, then from 1999, about our permanent home in Battery Park City when the Museum was awarded free space as the public-amenity in a partnership with the BPC Authority in a building that had yet to be constructed (stalled by 9/11, we opened in 2004). With SOM as our official architect, Roger Duffy was senior design principal and a young Associate Scott Duncan was the key contact for all aspects of the design development and construction of our project.

All of that is to say that I have known Scott Duncan for more than twenty years and have seen him grow from a junior architect to a leading Design Partner at SOM. We have remained friends for all these years, and I have been delighted, but not surprised, to see him advance in the firm from his first job, working on the rather tiny Skyscraper Museum, to become the designer of supertall towers around the world.

Therefore, I enthusiastically recommend Scott Duncan and SOM, one of the most innovative and creative architecture firms in the world. Among the many points of talent and professionalism Scott Duncan and the firm would bring, based on my experience I would emphasize:

Comprehensive engagement: Scott/ SOM was partner and architect on all aspects, from idea, to exhibits, to fundraising, and execution.

A great partner, listener, and collaborator: Scott works closely with clients to embrace their goals and bring their dreams and vision to reality. The design work contributed as much as the artifacts, helping to tell stories that make the experience come alive.
Client Testimonial
Scott Duncan, Design Principal / The Skyscraper Museum

Design excellence: Scott and SOM bring both creativity and depth of experience to every level of the project, from exhibition display to technical systems, to sustainability and the values of urban context. Intelligence, applied with a practical mind, and a clear sense of guiding design principles is the SOM approach that will serve your project.

Again, I enthusiastically recommend Scott Duncan and SOM. I would be pleased to answer any questions or concerns. I can be reached at my primary email caw3@columbia.edu or through the Museum’s office at 212-945-6324.

Sincerely,

Carol Willis, Founding Director, The Skyscraper Museum
October 2, 2020

To Whom It May Concern,

I am writing to provide a professional reference for Adam Semel, Partner in the Chicago office of Skidmore, Owings and Merrill. I first met Adam in 2013, when I was the Commissioner of the Chicago Public Library, as we embarked on the design of a new branch library for the Chinatown neighborhood of Chicago.

The Chinatown Library became an extraordinary achievement of creative design, its outcomes fostered by an inclusive process of community engagement and dialogue. In the role of Project Manager, working hand in glove with my own team, Adam led the process from start to finish, ensuring that the design would meet the needs of its varied and diverse stakeholders and be informed by the latest thinking in education, engagement and technology. The ultimate outcome is an inspiring work of architecture and exceeded our expectations in every way.

Subsequent to the completion of Chinatown, and based on its success, Adam and his team at SOM were awarded, through independent competitive processes, two additional design commissions for new branch libraries in Chicago: Little Italy and the West Loop. Each was designed and delivered under quite varied circumstances: Chinatown as a design-build, Little Italy in connection with 77 units of affordable housing, and the West Loop as an adaptive reuse of an existing timber loft. In every case, Adam and his team at SOM delivered the projects on time and within the constraints of the budget, while providing an award-winning design and a new heart for their community.

These projects have had an impact beyond Chicago. I have provided numerous tours and given a variety of talks to leaders within the library field pointing to the innovation of these designs. Library leaders from around the world have come to Chicago specifically to see and learn from these projects. Adam is warm, creative and a natural collaborator. I am more than confident he will continue to lead projects toward tremendous outcomes like these.

Sincerely,

Brian Bannon

Merryl and James Tisch Director of Branch Libraries & Education
brianbannon@nypl.org
Client Testimonial
Julie Michiels, Interior Design Leader / Mulva Cultural Center

PO Box 5215
De Pere, WI. 54115

October 2, 2020

To Whom It May Concern:

For the past two years, I have been working closely with Julie Michiels in her role as Lead Designer on our Mulva Cultural Center project. Since we began working with SOM in 2018, Julie has been key in helping us to realize our vision of developing a world-class cultural facility that supports the region's creative community by bringing events and exhibitions to our hometown of De Pere, Wisconsin.

As her client and as a trained interior designer myself, I've found Julie to be a natural collaborator. She has an exceptional ability to integrate complex functional requirements into a refined and elegant design solution. She has overseen the development of each space in the facility including an expansive atrium, 200-seat auditorium, flexible permanent and temporary exhibition spaces, classrooms, restaurant, gift shop, board room, and an outdoor terrace.

Under Julie's design leadership, the SOM team has taken an interdisciplinary approach to design, providing unique design solutions that respond to the building's location along the river and within our community. The building's elegant design maximizes daylight and views, with a refined and elegant material palette inspired by our city.

Julie has embraced our goals as her own from the moment we began working together, and her commitment is unwavering. As we now enter into the construction phase, I am confident the end result will exceed our expectations.

Julie always brings a positive attitude and warm personality, and above all, she has made this process truly enjoyable for us. I look forward to continuing to work alongside Julie as we build this exciting project together.

Sincerely,

Miriam Mulva
**Client Testimonial**

Chris Whelan, Project Manager / NSW Government

City of Appleton  
1819 E. Witzke Blvd.  
Appleton, Wisconsin 54911  

Re. Reference for Chris Whelan

To Whom It May Concern,

This is to confirm that I have worked with Chris Whelan on multiple education/community projects in Sydney, Australia in the past five years whereby Chris has demonstrated great leadership in terms of managing and motivating the team to ensure our vision is understood and translated into the design. He has proven skills in managing complex projects with multiple stakeholders and community consultation requirements.

Chris is adept to solving complex problems and is a thoughtful listener who inspires confidence in all those who work with him. As a central point of contact, Chris has been unfailingly responsive, gracious and dependable. Chris’s pleasant manner combined with a strong eye for detail has been a highlight on my projects.

The success of the multiple projects is due in large measure to Chris’s skillful and steadfast leadership. I am confident that I speak for the entire client and project team in saying that Chris has been a pleasure to work with and I recommend him as Lead Project Architect in the highest possible terms.

Sincerely,

Joel Lidden  
Project Director
Contract Exceptions

Skidmore, Owings & Merrill (“SOM”) is pleased to respond to the City of Appleton’s Request for Proposals for Architectural and Engineering Services for the City of Appleton Library.

We have reviewed the proposed contract. While it is a good starting point, we ask to discuss certain issues with the City to achieve a mutually agreeable contract. The exceptions below provide an indication of the types of contract revisions we propose. We can also provide a detailed redline for your consideration.

- **Standard of Care.** We ask to amend the contract to ensure that our performance must be consistent with the standard of care. (General Information, Section 5; Article 1; Section 1.2.1.)
- **Demolition & Hazardous Materials.** SOM cannot be responsible for demolition or hazardous material abatement. (Section 2.4.5.)
- **Indemnification Provisions.** As drafted, the proposed contract requires indemnification that is uninsurable. We therefore ask to amend these provisions to not require an advance defense obligation before a judicial finding of responsibility, and to require indemnification to correspond to our own responsibility. (Article 1; Section 3.2.)
- **Schedule Delays.** As drafted, the proposed contract is not clear whether SOM’s compensation will be increased based upon delays to the project schedule. (Section 3.4.4; Section 3.10.1.3; Section 7.3.) Where such delays are not due to SOM or its consultants, we would ask for revisions to require an equitable increase.
- **Revisions to Instruments of Service.** We ask to amend the contract to note that only certain revisions are included as basic services. Where, for example, revisions are required due to actions beyond SOM’s control, those revisions should be considered additional services. (Section 3.9.4.)
- **Ownership Provisions.** We’d ask to amend the contract to permit SOM to retain ownership over the drawings, with the City obtaining a license related to the project. (Section 1.6.)
- **Revision to Payment Schedule.** SOM understands that the City is revising the proposed payment schedule to permit monthly progress payments. (Article 8; Section 8.4.)
- **No Withholding of Payment.** SOM recognizes its work must meet the industry standard of care. However, we do not permit the withholding of payment for services properly performed and ask to negotiate mutually satisfactory language that protects the City and SOM. (Section 8.3.)
- **No Geotechnical Services by SOM.** SOM understands that the City will contract with a geotechnical engineer. We ask for corresponding contract changes. (Section 8.6.1.)
- **Insurance Amounts & Policies.** SOM will ensure that it provides appropriate insurance that corresponds to the City’s requirements. We believe that the amount of excess coverage is not proportionate (Section 9.1.) Additionally, because SOM’s professional liability insurance policy is confidential, we do not share it. (Section 9.1.3.)
- **Standard Risk Provisions.** SOM has several standard provisions, including ones related to accelerated delivery, limitation of liability, and insurance provided by contractors, that we would like to discuss with the City, for our mutual benefit and protection.
# Staffing

## Project Team Hours

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