Proposal for

Appleton Public Library

Architectural & Engineering Services

4 February 2021

MSRDesign

510 Marquette Ave S, Suite 200
Minneapolis, MN 55402
msrdesign.com
# Table of Contents

1. **Executive Summary & Introductory Letter**
   - Executive Summary 1
   - Introductory Letter 4

2. **Description of Firm**
   - Firm Background & Stability 5
   - Relevant Projects 6
   - Subconsulting Firms Background & Relevant Projects 20
   - Errors & Missing Information in Drawings 24
   - Quality Assurance/Quality Control 24
   - Available Resources 24

3. **Project Team**
   - Project Team Hours Assigned to Project 25
   - Qualifications of Key Project Team Members 26
   - History of Team Members Working Together 33
   - Extent of Principal & Project Manager Involvement 35
   - Firm’s Responsiveness Capabilities 36

4. **Project Understanding**
   - Overall Approach 37
   - Work Plan 38
   - Quality & Budget Control 48
   - Ability to Meet Scope of Work 48

5. **Project Schedule** 49

6. **Additional Information**
1. executive summary & introductory letter
Executive Summary

Arguably more vibrant than at any point in its long history, Appleton’s downtown has been undergoing a renaissance. With recent and ongoing investment in creating an equitable, safe, walkable, and livable city core, Appleton is attracting and retaining talent and, in turn, driving economic growth. With investment in places for recreation and entertainment and in its riverfront, Appleton is becoming a destination that draws community members and visitors from the Fox River Valley and beyond to experience all that the city has to offer. With its commitment to and roots in education, Appleton has solidified its identity as a place where life-long learners can thrive. It is no wonder Appleton consistently ranks as a “Best Place to Live” by Livability, Money Magazine, and other sources.

This investment and the projects currently coming online in Appleton are exciting and necessary components of a thriving community. The Appleton Public Library (APL) is the next piece in the picture of a vibrant, resilient community. APL serves everyone in the community, including those without the means to utilize pay-for-access amenities. With expanding pressures on library services and offerings, a downtown experiencing a renaissance, and building systems that have reached the end of their useful lives, Appleton Public Library’s building is ripe for transformation. Maintaining high-quality, innovative library service requires a built environment that supports and enhances the library’s offerings for all users and adapts gracefully as library services continue to evolve.

A new or transformed and expanded building and revitalized site will enable the library to meet its mission to be the “center of community life,” in all its forms, by:

- Creating a revitalized and humanized community hub for the downtown, with inside/outside connections between the library building and site, downtown and neighborhood, to advertise library offerings and activities, and increase the safety and vibrancy of the downtown.
- Attracting all community members through improved safety and accessibility, with welcoming site access and building entry.
- Wrapping the building with a landscape that redefines the urban realm of Appleton towards a greener and lusher urban environment and integrates green infrastructure with innovative and welcoming public spaces for the community.
- Providing spaces that smartly support learning, literacy, partnerships, recreation, creation, business incubation, skills training, critical problem-solving, and community connection, through proper lighting, acoustics, flexibility, and accessibility.
- Offering a place that supports human well-being through biophilic, daylit areas for respite or connecting with others.

This project offers an opportunity to realign the library’s built environment as a powerful tool in the library’s toolkit. We
will study long-term resiliency early in the process to ensure that the investment made with this project results in a building and site that respond gracefully to the inevitable ongoing evolutions in library service, possible future disruptions such as the COVID-19 pandemic, and evolution of community needs and priorities over time.

Our proposal outlines our approach to your project as your partner in design and describes how our experience and expertise are perfectly aligned to meet the challenges and opportunities your project presents. We will:

▪ Comprehensively assess options for new versus renovation/addition through multiple lenses, including sustainability, placemaking, functionality, and longevity with measurable metrics to facilitate decision-making. For example, our work with Ames Public Library involved generating five conceptual options with estimates and clear pros and cons, informing the ultimate decision to renovate the existing building and add 28,000 sf. This comprehensive vetting ensured the right decision was made, and also made communication to the public about why that decision was made clear and persuasive.

▪ Craft a compelling vision for the project that garners community support and excitement, whether for a new building or a renovated and expanded one. For example, our work with the City of Madison and Madison Public Library on their central library project began during a period of bitter public disappointment that there would be a renovation of the existing building rather than new building. Our process of open discussion, clear demonstration of the building’s assets, and a transformative project vision quickly turned that disappointment into strong support for the project.

▪ Leverage the temporary facility as an opportunity to test ideas and train the public and staff for a new library experience. For example, our design of Tulsa City-County Library’s temporary facility used during construction of our renovation of their central library included testing new service models, new space types, and new technology. The Librarium informed several tweaks to our final design and selection of furnishings for the central library project.

▪ Wring value out of every dollar to translate modest means into transformative results. Most of our library projects have budgets similar to yours. For example, with our current project with L.E. Phillips Memorial Public Library, it became clear early in the project that resources were best spent on an existing building reset with a modest addition to create a beautiful, sustainable, future-proof design response.

▪ Create places that resonate with people and become the center of the community. In the end, all the effort is for naught unless the result is a building and site that contribute
to Appleton’s downtown vitality as a destination and hub of community life and a human-centric place to work and to visit. We have created just this sort of magnetic draw in countless communities across the region and country, including the Madison Public Library’s expanded and renovated Central Library, which saw a 325% increase in program attendance in its first year after reopening; the new South Central Regional Library for Louisville Free Public Library, which resulted in the library issuing 2,818 new library cards in the first six months of operation; and the transformation of the Tulsa City-County Central Library, which is attracting new populations, including downtown residents, downtown workers, and visitors to the nearby courthouse and has contributed dramatically to the revitalization of the downtown.

Our human-centric approach to design results in buildings and landscapes that resonate with and welcome all community members and staff, support health and well-being, and are resilient and environmentally responsible.

Our proposal describes the architectural and engineering team we have assembled specifically for your project’s needs and highlights the relevant experience that informs our design response for a new or revitalized library building. We propose an approach that will guide sound decision-making and generate excitement and support for your project from stakeholders and the public. We have also described our method for ensuring a well-coordinated drawings set and project that is delivered on time and within budget.

“Traci and the entire MSR Design team understand libraries and the unique challenges of funding them through public and private sources. As with any large renovation project, we faced complex design and development challenges, yet the leadership from Traci and the MSR Design team always came through with a solution that stayed true to our guiding principles. This has been an amazing partnership, and I am confident the outcome will be viewed by the entire community as indisputably practical and sustainable, yet elegant and welcoming.”

—Pamela Westby, Director, L.E. Phillips Memorial Library
4 February 2021

Mr. Dean Gazza  
Director of Parks, Recreation & Facilities Management  
City of Appleton  
1819 E Witzke Blvd  
Appleton, WI 54911

Ms. Colleen Rortvedt  
Library Director  
Appleton Public Library  
225 N Oneida St  
Appleton, WI 54911

Re: Proposal for Appleton Public Library Architectural & Engineering Services

Mr. Gazza, Ms. Rortvedt, and Members of the Selection Committee:

The City of Appleton and Appleton Public Library (APL) seek to create a vibrant, healthy, safe, resilient, and sustainable community. Aligning the library’s building and grounds to the city’s and APL’s vision and strategic goals is the next step in creating a cultural and civic hub that contributes to this vision for the Appleton community. The important work of this project will identify interventions at all scales needed to enhance the city’s and library’s ability to serve Appleton’s citizens and visitors and create a “center of community life.”

A lot has changed in the delivery of library services since APL’s current building opened in 1981 (and since the expansion in 1995). The community has grown and evolved, and its needs have shifted. To support APL as a 21st-century participatory library, design has a key role to play to ensure the building is a productive tool in the library’s toolkit, a platform for the myriad activities that define library to its users and staff. Achieving this outcome requires an inclusive design process and a design team with demonstrated success in creating an inclusive process and outcomes that invite use by all. We are that team.

MSR Design accepts all terms and conditions outlined in the RFP.

On behalf of our entire team,

Traci Engel Lesneski, CID, IIDA, LEED AP, Associate AIA  
Principal in Charge | Person Authorized to Represent Consultant  
MSR Design  
612 991 7764 | traci@msrdesign.com
2. description of firm
MSR Design

Lead Architect and Interior Designer

Library Expertise
40 years. 252 library projects in 34 states (plus the District of Columbia and United Arab Emirates). More than 14 million square feet of library space. MSR Design is at the forefront of library design. Our involvement as committee members and presenters with leading organizations, such as Next Library, the Urban Libraries Council, the American Library Association, and the International Federation of Library Associations, keeps us in tune with current issues the library industry is facing and opportunities on the horizon. We also regularly contribute articles, book chapters, and blog posts to a range of international publications, book publishers, and organizations focused on the library world. Consequently, in addition to being experts in architecture and interior design, we are true library leaders.

Financial Standing
MSR has been in business for 40 years. To stay in business this long has required us to be financially successful. MSR Design is current with all its accounts payable and maintains an excellent working relationship with its bank, which includes a $900,000 line of credit. Our backlog remains healthy, with our business forecast continuing to look strong.

Location
Minneapolis, MN

Website
msrdesign.com

Years in Business
40

Ownership
Private Minnesota Corporation with ownership including 4 principals and 6 senior associates

Affiliations
American Institute of Architects (AIA)
International Interior Design Association (IIDA)
International Federation of Library Associations and Institutions (IFLA)
American Library Association (ALA)
US Green Building Council (USGBC)
Tulsa City–County Library
Central Library

From decaying eyesore to prized community destination

- Urban renewal project that contributes to the revitalization of a city’s struggling downtown core by transforming a dilapidated 1965 central library and inhospitable civic plaza into a prized community destination for active learning and creative engagement.
- Transformation includes rehabilitated civic plaza; a public garden for programming and community events; restored access to shade-giving balconies that surround the library’s second level; clear, secure entry sequence; a full-service café; an interactive education center for research and development of learning practices; and a makerspace with a recording studio and simulators.
- Also includes a 141-space parking garage with an enclosed two-story link to the library building.
- Incorporates numerous sustainable measures, such as improved thermal performance of the entire building envelope, daylight harvesting and lighting strategies, and the first rooftop photovoltaic solar array installed on a Tulsa building, with an overall 57.1% predicted energy savings compared to the national average for library buildings.

Location
Tulsa, OK

Size
145,391 sf renovation

Completion Year
2016

Lead Architect & Interior Designer
MSR Design

Principal in Charge
Traci Lesneski

Project Team Member
Veronica McCracken

MEP Engineers
MODUS Engineering

Client Contact
Gail Morris | Director
Finance & Capital Projects
Tulsa City–County Central Library
918 549 7373
gmorris@tulsalibrary.org

Recognition
AIA/ALA Library Building Award

Library Journal New Landmark Library
Certified LEED–NC 3.0 Gold
“This renovation is elegant and timeless; it maximizes and revitalizes the surrounding neighborhood, which would inspire me to visit more often just to experience its beauty.”

—AIA/ALA Library Building Award Jury
Madison Public Library
Central Library

Library transformed into destination for all

- Program and full design for complete transformation of a worn, 45-year-old central library into a vibrant community amenity that has spurred urban redevelopment.
- Features a new entrance, more natural light, other facade improvements, and a third floor addition.
- Reconfiguration includes dedicated areas for collections, youths, teens, a technology center and coffee shop, commons, makerspaces, reading and meeting rooms, and a green terrace on the third floor.
- Home of the Bubbler, a hub that connects artists to the community and the community to artists through free, hands-on making opportunities, exhibitions, and community events.
- Sustainable design strategies include reusing more than 75% of the existing building; using recycled, nontoxic, renewable, and regional materials; incorporating daylight harvesting and high performance mechanical, electrical, and plumbing systems and controls; and adding a green roof with on-site renewable energy provided by photovoltaic panels.
- Now a popular destination for everything from book signings and art openings to concerts and weddings.

Location
Madison, WI

Size
94,320 sf renovation
25,680 sf expansion

Completion Year
2013

Lead Architect & Interior Designer
MSR Design

Principal in Charge
Traci Lesneski

Project Architect
Byoungjin Lee

Client Contact
Mark Benno | Manager Administrative Services
Madison Public Library
608 266 6932
mbenno@cityofmadison.com

Recognition
Library Journal New Landmark Library
ALA/IIDA Library Interior Design Award
Northland Chapter FAB Award for Excellence in Sustainability
APWA Project of the Year (National & Wisconsin Chapters)
Certified LEED-NC v.3 Gold
L.E. Phillips Memorial Public Library

Major renovation and expansion to support library’s goal to continue lifting up its community

- Conceptual study to support fundraising and full design for library expansion.
- Design guiding principles include creating a destination for visitors near and far that serves as the heart of the city; providing links between the building, Eau Claire River, and downtown civic facilities; designing the library to be generative, enduring, inspiring, efficient, and focused on the well-being of all building users for generations to come; allowing the building to adapt and respond to diverse user needs by integrating continual evolutions in technology, learning, livelihood, and play; and providing an inclusive, welcoming environment that supports all populations.
- Proposed improvements include a 200-seat program space, larger children’s program space, a mix of meeting rooms, quiet spaces for study, space for tweens and teens, and a learning lab.
- Will enhance open access to cost-free collections and collaborative spaces, support more community engagement opportunities, and provide spaces for specialized technology and art equipment to support maker sessions and STEAM-based education.
- Involved community engagement process including virtual input sessions held during the pandemic.

Location
Eau Claire, WI

Size
62,050 sf renovation
6,800 sf expansion

Completion Year
2022

Lead Architect & Interior Designer
MSR Design

Principal in Charge
Traci Lesneski

Project Manager
Kate Michaud

Lighting Designer
Mazzetti

Client Contact
Shelly Collins-Fuerbringer
Deputy Director
L.E. Phillips Memorial Public Library
715 839 5063
shellyc@eauclaire.lib.wi.us
Fayetteville Public Library

Expansion that doubles the size of a community library and sets the stage for innovative programming and services

- Expansion to existing community library, originally designed by MSR Design.
- New addition follows the sloping topography, sited below the existing building.
- The addition creates a three-sided courtyard with the existing building to provide a new public gathering space in the midst of local landscape plantings.
- Includes a 700-seat, multi-purpose space that serves as a full-function auditorium for music and theater events, with retractable seating for community events.
- Also features additional meeting and group study rooms; greatly expanded youth services; an innovation center featuring audiovideo and photography studios along with simulation and VR labs; and a commercial kitchen for cooking classes and food production.

Location
Fayetteville, AR

Size
87,500 sf renovation
82,500 sf expansion

Completion Year
2021

Lead Architect & Interior Designer
MSR Design

Project Manager
Kate Michaud

Project Team Member
Byoungjin Lee

MEP Engineers
MODUS Engineering

Landscape Architect
TEN x TEN

Lighting Designer
Mazzetti

Client Contact
Willow Fitzgibbon
Director of Library Services
Fayetteville Public Library
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wfitzgibbon@faylib.org
Ames Public Library

Renewal of community library that blends and contrasts the aesthetics of the original building and subsequent expansions to meet 21st-century needs

- Feasibility study to determine whether to renovate and expand the existing Ames Public Library or build a new facility, site selection, public input process, prereferendum campaign support, and full design of library expansion.
- Entailed renovating the historic 1904 Carnegie library and the 1907, 1940, and 1984 additions.
- Houses 280,000 volumes and 366,000 audiovisual materials and provides seating for 840.
- Features include concierge type service desks, an expanded self-check area, new information commons, collaborative working space for customers of all ages, a specialized teen area accommodating extensive use of technology, and an automated materials handling system.
- Sustainable features include reusing 55% of the existing building structure and envelope; 100% reduction in potable landscape water use; and use of regionally extracted, harvested, recovered, or manufactured materials.

Location
Ames, IA

Size
50,700 sf renovation
28,000 sf expansion

Completion Year
2014

Lead Architect & Interior Designer
MSR Design

Principal in Advisory Role
Traci Lesneski

Project Manager
Kate Michaud

Project Architect
Byoungjin Lee

MEP Engineers
MODUS Engineering

Client Contact
Bo Duckett | Supervisor Building Maintenance
Ames Public Library
515 239-5646
bduckett@amespubliclibrary.org

Recognition
Certified LEED NC 3.0 Gold
Ramsey County Library
Roseville Library

Transformation of busiest library in Minnesota

• Evaluation study, space use program, fundraising support, and full design for a much-needed, complete transformation of the busiest library in Minnesota, which was housed in a dark, unwelcoming, dated, and inefficient 1980s building.
• Design focuses on incorporating daylight and views to outside that frame the mature tree canopy and screen the public’s view into adjacent residential backyards.
• Open sightlines and clear wayfinding allow customers to easily find what they are looking for.
• Sustainable strategies include reusing 92% of the existing structure, daylight harvesting, high performance mechanical and electrical systems, and stormwater management on site through rainwater garden.

Location
Roseville, MN

Size
44,797 sf renovation
25,791 sf expansion

Completion Year
2010

Architect & Interior Designer
MSR Design

Co-Principal in Charge
Traci Lesneski

Project Architect
Byoungjin Lee

Structural Engineer
MBJ

Client Contact
Lynn Wyman
Deputy Director
Ramsey County Library
651 724 6010
lynn.wyman@co.ramsey.mn.us

Recognition
ALA/IIDA Library Interior Design Honorable Mention Award

Library Journal New Landmark Library

IIDA/Metropolis Smart Environments Award

AIA Minnesota Honor Award

Certified LEED-NC 2.2 Gold
before renovation
Conceptual design and full design for new central library located adjacent to a city park.
Together with the new Norman Public Library East Library, the new central library furthers the city’s “Norman Forward” citizen-initiated goals to fund and create quality of life projects for the community.
Serves as a new town hall with shared community spaces, conference rooms, technology lab, genealogy research workspace, and a multipurpose room that can accommodate a range of events.
Also provides highly flexible spaces for collaborative learning, new education models, digital literacy, and information sharing, including a makerspace.
Sky and plinth design elements represent the intersection of Oklahoma’s iron rich topography and open sky of the prairie.
Seeking LEED-NC v.3 Silver certification with passive design strategies including a visible stormwater management system with interpretive signage to educate visitors about the process, optimized daylighting and shading, and orientation of the building on the site to mitigate solar gain.
McMahon Associates, Inc.
Civil Engineer | Construction Services Consultant

Location | Neenah, WI

Established in 1909, McMahon provides the full range of civil engineering, including site development, water resources, and land surveying. The firm also provides construction services, including bidding services, field administration, construction observation, project cost accounting, project schedule development and monitoring, project close-out, operational and maintenance programming, start-up assistance and equipment commissioning, record drawings, warranty review, and post-construction evaluation.

Representative Projects
Valley Fair Mall Redevelopment
Appleton, WI
Appleton Family Ice Center | Appleton, WI
Appleton Medical Center Parking
Appleton, WI
Appleton Area School District West High School Parking Lot | Appleton, WI
Horizon Plaza Commercial Site Development | Appleton, WI

References
Greg Hartjes | Appleton Area School District | 920 832 6128
Paul Klinger | Commercial Horizons, Inc. | 920 830 9646

MODUS Engineering
Mechanical, Electrical, Plumbing & Fire Protection Engineers | AV Consultant

Location | Des Moines, IA

An Iowa-based engineering firm, MODUS offers a full range of services in mechanical, electrical, lighting, technology, plumbing, and fire protection design. The firm has a long history of successful, award-winning projects. The firm has provided library engineering design since the mid-1960s and has extensive experience balancing the wide-ranging programmatic needs of the modern library, in which a singular space may need to serve one person one day and 100 the next. Almost half of the firm’s projects involve renovations. MODUS delivers simple, elegant solutions that are easily maintained, energy efficient, and high-performing.

Representative Projects
Tulsa City-County Central Library Renovation | Tulsa, OK*
Fayetteville Public Library Expansion
Fayetteville, AR*
Ames Public Library Renovation/ Expansion | Ames, IA*
Norman Central Library | Norman, OK*
Norman East Library | Norman, OK*
Franklin Avenue Library Renovation/ Expansion | Des Moines, IA
Iowa City Public Library | Iowa City, IA
Cedar Falls Public Library | Cedar Falls, IA

References
Sam Palmer | Fayetteville Public Library | 479 856 7000
Lisa Wells | Pioneer Library System | 405 801 4502
**Meyer Borgman Johnson (MBJ)**

**Location | Minneapolis, MN**

MBJ is a sole discipline structural engineering firm in business since 1955. The firm serves a diverse, national and international clientele, based on a culture of partnership, integrity, and expertise. Structural services MBJ provides include structural design and analysis, construction documents, field observation, feasibility studies, special inspections, condition surveys, and forensic assistance. The firm stresses early integration of structural design with overall planning to help eliminate costly changes later in the project and to enhance constructability and best-value for the owner.

**Representative Projects**
- Ramsey County Roseville Library Renovation/Expansion | Roseville, MN*
- Dakota County Wescott Library Renovation | Eagan, MN*
- Northland College Dexter Library Remodel | Ashland, WI*
- UM Morris Briggs Library Renovation Study | Morris, MN*
- Anoka County Library Northtown Library Remodel | Blaine, MN*
- Minnesota Children’s Museum Renovation/Expansion | Saint Paul, MN*
- Saint Paul Central Library Renovation | Saint Paul, MN*

**References**
- Doug Page | Performa | 920 336 9929
- Jim Dickenson | City of Andover | 763 767 5110

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**TEN x TEN**

**Landscape Architect**

**Location | Minneapolis, MN**

TEN x TEN is a landscape architecture and urban design practice grounded by a shared curiosity and passion for experimentation and agency. The firm collaborates with visionary clients and teams to cocreate immersive, future-focused landscapes that will adapt to social, economic, and environmental transformation. TEN x TEN designs for resilience and flexibility, monitoring what makes places thrive, adapt, and be loved long after they are built. The firm designs for people and habitats.

**Representative Projects**
- Fayetteville Public Library Expansion | Fayetteville, AR*
- Hennepin County Library–Eden Prairie Renovation | Eden Prairie, MN*
- Norman Public Library Central | Norman, OK*
- Norman Public Library East | Norman, OK*
- Lawrence University Sustainability Standards | Appleton, WI

**References**
- Lisa Wells | Pioneer Library System | 405 801 4502
- Liz Veaderko | Hennepin County | 612 267 1578
Mazzetti
Lighting Designer

Location | Denver, CO

Mazzetti’s lighting experts have produced a myriad of award-winning projects, achieving six AIA COTE Top Ten Awards, 25 LEED Platinum certified projects and several net zero energy projects. With this in-house expertise, Mazzetti clients have access to truly optimized design integration for lighting, MEP, and technology systems. The lighting design studio delivers advanced lighting solutions that are visually comfortable with a focus on brightness-based design. The firm focuses on technologically advanced lighting solutions that align with current and future technologies.

Representative Projects
- Fayetteville Public Library Expansion
  Fayetteville, AR*
- L.E. Phillips Memorial Library Renovation/Expansion | Eau Claire, MN*
- Missoula Public Library Main Library
  Missoula, MT*
- Bozeman Public Library Renovation/Expansion Study | Bozeman, MT*
- Madison Public Market Adaptive Reuse
  Madison, WI*

References
- Cara Carmichael | Rocky Mountain Institute | 303 567 8622
- Chris Snyder | Marine Education Center | 228 818 8883

Middleton Construction Consulting (MCC)
Cost Estimator

Location | Merton, WI

MCC is composed of a group of highly skilled professionals who focus on construction cost estimating and owner’s representation. The firm’s objective is to ensure that every project stays within the owner’s construction budget by working closely with the A/E team throughout the design process. By providing cost estimates at the key design milestones, MCC is able to help identify budget overruns, provide value engineering options, and develop construction alternates as needed to ensure that the project schedule remains fluid while maintaining the overall project program.

Representative Projects
- City of Appleton Fox Cities Exhibition Center | Appleton, WI
- Lawrence University Seeley G. Mudd Library | Appleton, WI
- Madison Public Library Hedberg Library Renovation | Madison, WI*
- Madison Municipal Building Renovation
  Madison, WI*
- Madison Public Market Adaptive Reuse
  Madison, WI*
- Madison Public Library Pinney Library
  Madison, WI

References
- Dean Gazza | Appleton Parks, Recreation & Facilities Management | 920 832 5572
- Bryan Cooper | City of Madison | 608 261 5533

* with MSR Design
Eden Resources
Move Management Consultant

**Location | Minneapolis, MN**

Established in 2009, EDEN Resources is a certified small, woman-owned, 100% minority owned professional technical services firm that provides construction management services to public, educational, nonprofit, governmental, and corporate clients. The firm performs move management and coordination, construction management, owner’s representation, cost administration, and LEED certification documentation. EDEN Resources is committed to providing economical, environmental, and socially responsible solutions through a structured, yet collaborative building process.

**Representative Projects**
- Travelers Corporate Office Relocation
- Move Management | Saint Paul, MN
- Minneapolis Public Schools Various Sites & Library Spaces Move Coordination
- Minneapolis, MN
- Metlife Tenant Improvement & Move Coordination | Bloomington, MN
- Hiawatha Public Works Facility Campus Expansion Move Coordination
- Minneapolis, MN

**References**
- Ken Francois | Kraus Anderson
  612 859 1697
- David Limberg | Target | 612 761 5058

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Baumann Consulting
Commissioning Agent

**Location | Chicago, IL**

As an award-winning firm, Baumann has commissioned more than 220 projects, including 160 LEED-certified projects (predominantly achieving Gold and Platinum certifications) with high expectations for energy efficiency and system performance. The firm’s team of commissioning (Cx) experts leverage their in-depth expertise to guide clients through the process of meeting the stringent requirements of green building rating systems, including LEED v4. Baumann’s range of Cx services include LEED fundamental and enhanced Cx, building enclosure Cx, monitoring-based Cx, code compliance Cx, re-/retro-Cx, and operation diagnostics (OD).

**Representative Projects**
- Madison Public Market Adaptive Reuse
  Madison, WI*
- University of Chicago Mansueto Library
  Chicago, IL
- Folger Shakespeare Library Renovation & Addition | Washington, D.C.
- Google Chicago HQ | Chicago, IL
- Washington Research Library Consortium
  Upper Marlboro, MD

**References**
- Jon Evans | City of Madison
  608 266 4523
- Janine Helwig | George Washington University | 202 994 5141

* with MSR Design
Errors & Missing Information in Drawings

Changes throughout the process, including during construction, are an inevitable and important part of achieving a quality project. Despite the best set of construction documents and the best work of experienced people, unexpected issues will arise. The question is how to be smart about planning for them and handling them. A reasonable contingency should be in place as the project goes into construction. We will nurture a strong relationship with the contractor, with regular communications and frequent site visits so that we can anticipate areas of risk and catch problems as early as possible. We recommend holding a pre-construction meeting to identify critical areas of concern. We will foster a team spirit with the contractor to ensure a positive working relationship. We will resolve these changes, as with other phases of the design work, promptly and with full respect for the City of Appleton’s and Appleton Public Library’s interests.

Quality Assurance/Quality Control

The need for quality control begins at contract execution and is ongoing throughout the life of the project and beyond. Our team has implemented in-house quality assurance processes focused on improving our design work, technical execution, and service to our clients. Quality control is a key element in our management plan. Our quality control process provides policy, guidance, and direction to the project team. All members of the team, including our subconsultants, adhere to these goals. Please see the Project Understanding section of this proposal for a full narrative regarding our approach to quality assurance/quality control.

Available Resources

MSR Design provides the following services in-house:
- Full architectural and interior design services
- Capital campaign support
- Sustainable design, including Living Building Challenge, LEED, WELL, and other certification processes
- Daylight and energy modeling
- Master planning
- Site and parking planning
- Predesign and feasibility studies
- Programming, visioning, and strategic alignment
- Project phasing
- Space planning
- Furniture design
- Signage, wayfinding, environmental graphics, branding
- Historic preservation and entitlement processes
- As-built drawings
- Building Information Modeling (BIM)
- 3D and 4D visualization (renderings)
- Virtual reality and building walk-throughs
- Model making and 3D printing
3. project team
## Project Team Hours Assigned to Project

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</table>

| Total Hours                                | 10,970     | 624                    | 1,222   | 782               | 4,274   | 230                    | 324    | 408                    | 502    |                   |          |                  |         |                 |                     |                       |        |

Please see the Qualifications of Key Project Team Members subsection for estimated total hours to be performed by each individual.
Qualifications of Key Project Team Members

**Traci Engel Lesneski**
CID, IIDA, LEED AP, ASSOCIATE AIA

- **Firm**: MSR Design
- **Role**: Principal in Charge
- **Licenses | Accreditations**
  - CID MN # CO2167
  - LEED AP
- **Years of Experience**: 26
- **Hours on Project**: 416

**Representative Projects**
- Tulsa City–County Central Library Renovation
- Madison Central Library Renovation/Expansion
- L.E. Phillips Memorial Library Renovation/Expansion

**References**
- Honore Bray
  - Missoula Public Library
  - 406 258 3860
- Mark Benno
  - Madison Public Library
  - 608 266 6932

**Kate Michaud, AIA, LEED AP**

- **Firm**: MSR Design
- **Role**: Project Manager, Lead Architect
- **Licenses | Accreditations**
  - Architect MN # 50085
  - LEED AP
- **Years of Experience**: 17
- **Hours on Project**: 1,576

**Representative Projects**
- L.E. Phillips Memorial Library Renovation/Expansion
- Fayetteville Public Library Renovation/Expansion
- Ames Public Library Renovation/Expansion

**References**
- Willow Fitzgibbon
  - Fayetteville Public Library
  - 479 856 7210
- Shelly Collins-Fuerbringer
  - L.E. Phillips Memorial Public Library
  - 715 839 5063

**Byoungjin Lee, AIA, LEED AP**

- **Firm**: MSR Design
- **Role**: Project Architect
- **Licenses | Accreditations**
  - Architect MN #46918
  - LEED AP
- **Years of Experience**: 18
- **Hours on Project**: 3,182

**Representative Projects**
- Madison Central Library Renovation/Expansion
- Ramsey County Roseville Library Renovation/Expansion
- Ames Public Library Renovation/Expansion
- Norman Public Library Central
Veronica McCracken, CID, IIDA

Firm
MSR Design

Role
Project Interior Designer

Licenses | Accreditations
CID MN # C02477

Years of Experience
9

Hours on Project
2,980

Representative Projects
Tulsa City-County Central Library Renovation
Pitkin County Library Renovation
Superior Public Library Renovation
Missoula Public Library Central

Scott Manteuffel

Firm
McMahon

Role
Construction Services Project Manager

Licenses | Accreditations
NA

Years of Experience
30

Hours on Project
256

Representative Projects
Appleton Family Ice Center
Heartland Technology Office Renovation/Expansion
Land O’ Lakes Office Renovation/Expansion
McMahon Corporate Headquarters Renovation/Expansion

Michael Kohlbeck, PE

Firm
McMahon

Role
Lead Civil Engineer

Licenses | Accreditations
Civil Engineer WI #37535-6

Years of Experience
21

Hours on Project
57

Representative Projects
Thrivent Federal Credit Union & Commerce Court Valley Fair Mall Redevelopment Spectrum Operations Center

References
Charlie Frederickson
Faith Technologies
920 751 9821
Doug Martin
Village of Ashwaubenon
920 593 4504
Douglas Woelz, PLS

Firm
McMahon
Role
Lead Land Surveyor
Licenses | Accreditations
Land Surveyor WI #2327-8
Years of Experience
30
Hours on Project
9

Representative Projects
Lawrence University
Fox Valley Lutheran High School
Freedom Schools Clovis
Grove Elementary School

References
Patrick Wetzel
Town of Lawrence
920 336 9131
Mike Selner | TCD Homes
920 680 6100

Nicholas Vande Hey, PE, CPESC

Firm
McMahon
Role
Water Resources Engineer
Licenses | Accreditations
Civil Engineer WI #33986-6
CPESC
Years of Experience
26
Hours on Project
9

Representative Projects
City of Appleton
Downtown Stormwater Analysis
City of Appleton Red Oak Ravine Stream Restoration
City of Appleton Rubyred Bridge
City of Appleton K2 Drainage Basin Study

Josh Nielsen, PE, LEED AP BD+C

Firm
MODUS
Role
Lead Electrical Engineer
Licenses | Accreditations
Electrical Engineer IA #19516
LEED AP BD+C
Years of Experience
19
Hours on Project
112

Representative Projects
Tulsa City-County Central Library Renovation*
Fayetteville Public Library Renovation/Expansion*
Norman Public Library Central*

References
Sam Palmer
Fayetteville Public Library
479 856 7000
Lisa Wells | Pioneer Library System | 405 801 4502

* with MSR Design
Tyler Luttenegger, PE, LEED AP BD+C

Firm
MODUS

Role
Lead Mechanical Engineer
Lead Fire Protection Designer

Licenses | Accreditations
Mechanical Engineer
IA #21405
LEED AP BD+C

Years of Experience
14

Hours on Project
325

Representative Projects
Tulsa City-County Central Library Renovation*
Fayetteville Public Library Renovation/Expansion*
Norman Public Library Central*

References
Sam Palmer
Fayetteville Public Library
479 856 7000
Lisa Wells | Pioneer Library System | 405 801 4502

Nick Terhall, PE

Firm
MODUS

Role
Mechanical Designer
Fire Protection Designer

Licenses | Accreditations
NA

Years of Experience
6

Hours on Project
576

Representative Projects
Fayetteville Public Library Renovation/Expansion*
Norman Public Library Central*
Norman Public Library East*
Clarion Middle School Boiler Replacement
Drake University Morehouse Hall Improvements

Lon Bromolson, PE

Firm
MODUS

Role
Electrical Engineer

Licenses | Accreditations
Electrical Engineer IA #25784

Years of Experience
9

Hours on Project
526

Representative Projects
Waukee Library Remodel
Dubuque Senior High Phase 2 Remodel
Hilton Concourse Renovation
Iowa State University East Hall

* with MSR Design
project team | qualifications of key project team members

James Hartman, CTS

Firm
MODUS

Role
AV | Technology Consultant

Licenses | Accreditations
CTS

Years of Experience
19

Hours on Project
502

Representative Projects
Dallas County Courtroom Renovation
Wright County Courthouse Renovation
Tiffin Public Services Building
Henry County Clinic Renovation
Mcfarland Clinic West Campus Expansion

Maura Rockcastle, PLA, ASLA

Firm
TEN x TEN

Role
Lead Landscape Architect

Licenses | Accreditations
Landscape Architect
MN # 52326

Years of Experience
16

Hours on Project
148

Representative Projects
Fayetteville Public Library Renovation/Expansion*
Hennepin County Library–Eden Prairie Renovation*
Norman Public Library Central*

References
Lisa Wells | Pioneer Library System | 405 801 4502
Liz Veaderko | Hennepin County | 612 267 1578

Satoko Muratake, PLA, ASLA

Firm
TEN x TEN

Role
Landscape Architect

Licenses | Accreditations
Landscape Architect
MN # 57419

Years of Experience
17

Hours on Project
475

Representative Projects
Hennepin County Library–Eden Prairie Renovation*
Norman Public Library Central*
Norman Public Library East*
Mill 19 Adaptive Reuse*
Historic Fort Snelling Revitalization

* with MSR Design
David Holten, PE, SE

Firm
MBJ
Role
Lead Structural Engineer
Licenses | Accreditations
Structural Engineer
WI #31591
Years of Experience
33
Hours on Project
82

Representative Projects
Anoka County Library**
Saint Norbert Mulva Library**
Saint Norbert Todd Wehr Library Renovation**
Dunwoody College of Technology Renovation

References
Doug Page | Performa
920 336 9929
Matt Schachtner
Somerville Architects/Engineers | 920 437 8136

Murphy Curran, PE, SE

Firm
MBJ
Role
Structural Engineer
Licenses | Accreditations
Structural Engineer
MN #47174
Years of Experience
17
Hours on Project
84

Representative Projects
Ramsey County Roseville Library Renovation/
Expansion*
Dakota County Wescott Library Renovation*
UM Morris Briggs Library Renovation Study*
Minnesota Children's Museum Renovation/
Expansion*

References
Cara Carmichael
Rocky Mountain Institute
303 567 8622
Chris Snyder
Marine Education Center
228 818 8883

Brennan Schumacher, LEED AP

Firm
Mazzetti
Role
Lead Lighting Designer
Licenses | Accreditations
LEED AP
Years of Experience
17
Hours on Project
74

Representative Projects
Fayetteville Public Library Renovation/Expansion*
L.E. Phillips Memorial Library Renovation/Expansion*
Missoula Public Library*

References
Cara Carmichael
Rocky Mountain Institute
303 567 8622
Chris Snyder
Marine Education Center
228 818 8883

* with MSR Design | ** while with previous firm
### Josh Houston, CPE

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**Representative Projects**
- City of Appleton Fox Cities Exhibition Center
- Lawrence University Seeley G. Mudd Library
- Madison Public Library
- Hedberg Library
- Renovation
- Madison Municipal Building Renovation*
- Madison Public Market*

### Mariaha Dean, MAEL, LEED AP

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**Representative Projects**
- Travelers Corporate Office Relocation Move Management
- Minneapolis Public Schools Various Sites & Library Spaces Move Coordination Metlife Tenant Improvement & Move Coordination

### Ajit Naik, PE, ACP, BEMP

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**Representative Projects**
- Madison Public Market Adaptive Reuse*
- Google Madison HQ
- Google Chicago HQ
- NEIU Education Building

**References**
- Dan Aboutar | Google 312 861 7816
- Jon Evans
- City of Madison 608 266 4523
# History of Team Members Working Together

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Team Members</th>
<th>Keys to Overall Success</th>
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<tbody>
<tr>
<td><strong>Tulsa City-County Central Library</strong></td>
<td>Principal in Charge: Traci Lesneski</td>
<td>Defining exciting new offerings to set the community up for long-term success meant that wide-ranging new ideas were proposed by donors and leadership throughout the project. All disciplines quickly tested ideas to inform decision-making and costs, with an agility that only comes from an integrated team with a history of working successfully together.</td>
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<tr>
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<td>Team Member: Veronica McCracken</td>
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<td></td>
<td>Electrical Engineer: Josh Nielsen</td>
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<td>Mechanical Engineer: Tyler Luttenegger</td>
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<tr>
<td><strong>Fayetteville Public Library</strong></td>
<td>Project Manager: Kate Michaud</td>
<td>After the 100% DD cost estimate, the construction manager was unable to suggest any savings in the MEP or lighting scopes because the design was already as efficient as it could be, while meeting high performance goals. This outcome can only happen with close working relationships between the team.</td>
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<td>Project Team Member: Byoungjin Lee</td>
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<td>Electrical Engineer: Josh Nielsen</td>
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<td>Lead Landscape Architect: Maura Rockcastle</td>
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<td><strong>Hennepin County Library–Eden Prairie</strong></td>
<td>Principal in Charge: Traci Lesneski</td>
<td>A comprehensive assessment of the existing building and site’s potential from each team member’s perspective at the project’s start resulted in unexpected interventions that maximized library programming and created a human-centric and beloved destination.</td>
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<tr>
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<td>Lead Landscape Architect: Maura Rockcastle</td>
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<td></td>
<td>Landscape Architect: Satoko Muratake</td>
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<tr>
<td><strong>Missoula Public Library Main Library</strong></td>
<td>Principal in Charge: Traci Lesneski</td>
<td>With multiple partner organizations cohabitating in the library building, strong leadership and an integrated team approach to roundly test ideas was key to creating a comfort level with programmatic innovations. The result is a fluid, integrated, stimulating user experience that is easy to navigate.</td>
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<tr>
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<td>Project Architect: Byoungjin Lee</td>
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<td>Team Member: Veronica McCracken</td>
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<tr>
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<td>Lighting Designer: Brennan Schumacher</td>
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</table>
Extent of Principal & Project Manager Involvement

Clear and timely communication is critical to a successful project. This will be facilitated through weekly core project team meetings throughout the duration of the design phases. Our team’s principal in charge (Traci Lesneski) and project manager (Kate Michaud) will participate in the weekly meetings, along with our project architect (Byoungjin Lee) and project interior designer (Veronica McCracken). These weekly sessions will cover what has been completed, what is underway, and what the next steps are. The collaborative nature of these working sessions will foster open communication between the team, helping to inform decisions and keep the project on schedule. MSR Design will conduct the meetings and distribute meeting minutes to all participants afterwards. Kate will be the day-to-day contact for the core project team and will be in frequent communication with the team outside of the weekly meetings.

Communicating clearly and effectively with the APL Library Board, City of Appleton Common Council, and members of the public will be essential for a smooth process. Traci and Kate will lead all of the stakeholder and community engagement workshops and listening sessions. Kate and Byoungjin will meet with city staff in the Appleton Planning Division, Fire Department, and Building Inspections throughout the design process to ensure that any code-related issues are being dealt with early in the design process.

The MSR team will hold frequent internal meetings to ensure the design goals, budget, and project schedule align. In addition to internal team meetings, Kate and Byoungjin will participate in regular coordination meetings with the full consultant team, ensuring efficient and timely communication between the city and library and all design team members.
Firm’s Responsiveness Capabilities: Client Testimonials

Tulsa City-County Central Library Renovation
“MSR Design is so lucky to have Traci Lesneski as a principal. She has only been a consummate professional throughout the entire Tulsa Central Library project to date, and she is also a very talented designer. Traci has a stellar team to support her.”
—Gary Shaffer | Former CEO | Tulsa City-County Library

L.E. Phillips Memorial Library Renovation & Expansion
“The entire team has been accessible, incredibly easy to communicate with, and positive in attitude. The team consistently meets deadlines and provides thoughtful and timely answers to questions. We couldn’t ask for a more positive experience, and I recommend Kate Michaud and the MSR Design team without reservation.”
—Shelly Collins-Fuerbringer | Deputy Library Director | L.E. Phillips Memorial Public Library

Madison Central Library Renovation & Expansion
“The progressive design of the [reimagined] building and the flexibility of the interior space have been an inspiration and attraction for many people to rediscover the wonders of a public library. The new Central Library is definitely a landmark for the city.”
—Greg Mickells | Library Director | Madison Public Library

Ames Public Library Renovation & Expansion
“The design team did an excellent job of working to satisfy us as their client. I can’t say enough about Kate Michaud. She responded quickly to concerns and kept the project on time and within our budget. I think she is an outstanding architect, and she did an amazing job for us.”
—Bo Duckett | Building Maintenance Supervisor | Ames Public Library

Ramsey County Roseville Library Renovation & Expansion
“We wanted to challenge all those stereotypes of what a library should be. We knew that MSR Design could give us an energetic place, a vibrant place—something oriented to the future.”
—Lynn Wyman | Assistant Director | Ramsey County Library (in Architecture MN)
4. project understanding
Overall Approach

We have built our practice on a collaborative and integrated approach to design. We will create a tailored, human-centric, and inspiring architectural response that stems from your aspirations and goals for the project, the community at large, and the long-term goals for the City of Appleton and Appleton Public Library (APL).

Mutual Respect

We will establish an effective, trusting, and collegial relationship between the design team and client groups. All are part of the project team, and all must work in concert for the project to succeed. Our methodology is straightforward and based on direct and respectful communication.

Participatory

Our process includes myriad methods of ensuring all voices are heard and viewpoints considered, from library and city leadership and staff members to the public at large. We have significant experience in projects involving multiple stakeholders and diverse publics. Our experience has taught us that leveraging multiple design communication tools and formats for engagement is the only way to fully tap into a community’s collective knowledge and insight. For this reason, we will use a variety of tools, such as workshops and focus groups (in locations and at times that are convenient for stakeholders), meetings, social media, printed surveys, and online surveys to engage the community and neighborhood groups. We will also offer other ways of providing input—such as submitting music, images, writings, spoken word, or art to convey one’s ideas. If, due to the ongoing pandemic, public meetings need to be held virtually, we have a set of digital and analog tools ready to use to engage the community.

We understand the importance of reaching deep into the community, including area nonprofits and local businesses, neighborhood groups and town agencies, area youth and students and staff from Appleton’s schools, library community partners, and the general public. Our engagement plan will be discussed and vetted with the city and library in an engagement planning meeting to ensure it is appropriate.

Integrated Approach

We will work with all design and engineering disciplines from the very start of the project to create an integrated, well-coordinated design response. Together, we will develop design ideas that result in an inspiring and inclusive experience for all users, starting at the site and carrying through the library’s interior. Building on the city’s own commitment to equity and sustainability, we will focus on the triple-bottom-line of sustainability (economically feasible, socially equitable, and environmentally sound) to generate solutions for building and operating the library that benefit the users’ health and well-being and the environment. We will closely collaborate with the city and library management teams to ensure ease of operations and maintenance for years to come.
**Tailored Solutions**

We will create a tailored solution for the Appleton Public Library that will manifest in human-centric and inspiring architecture. Solutions will be grounded in the vision, aspirations, and goals established for the project at the beginning of our work. We will create options to test against project aspirations and goals and uncover the optimal solution. Making the most of the site and building program opportunities, we will comprehensively examine volumetric, environmental, and functional relationships. We will incorporate the project’s larger urban and social context, multi-modal site access, synergies between the library and its neighbors, fluidity of indoor and outdoor programming, specific user needs, operational requirements, and more.

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**Work Plan**

**Concept Design**

A robust concept design phase that results in alignment between the project vision and aspirations, and available resources, is critical for setting up a solid foundation for project success. We will begin by developing a shared vision for success. Building upon the considerable thinking done to date about APL’s future, including APL 150 and APL’s Strategic Pillars, we will conduct interactive workshops and other inclusive methods of gathering input to tease out specific, measurable goals that constitute the highest level of success for the project. We will uncover preconceptions and bring new ideas to the table. We will conduct open and frank discussions with one another about factors that will enable success and those that might restrain it.

If past experiences hold true, we expect much consensus but also divergent responses between stakeholder groups and within them. The ensuing discussions will help us better understand each other and shape a project roadmap with a list of guiding principles. As we address complex issues, competing demands, and multiple voices throughout the design process, these principles will provide a foundation for achieving consensus and design excellence.

With this consensual definition of success as context, we will develop the building program elements (qualitative and quantitative, indoor and outdoor) that should make up the new or revitalized library building. We will gather and analyze information about the building and site, including findings and goals from past studies. We will identify deferred maintenance in the existing building to inform our cost structure for a renovation/addition model.

We will develop a series of design options that address opportunities with the site and building to study the pros, cons, and costs of building new versus pursuing a
We will test multiple possibilities and reconcile them with the vision, budget, building aesthetic, sustainability goals, and site and building constraints.

Our cost estimator will provide preliminary cost information to help us find the sweet spot of achieving as much as possible with the available budget and staying within the project’s means. The project vision, goals, and priorities will guide our decisions. By the end of the concept phase, one conceptual direction will emerge as the front-runner for further development. We will have a clear understanding of the project scope and scale. This round vetting of options will allow us to move forward into the next design phases confident in our direction with a defensible rationale for it.

**Week 1: Information Gathering & Project Start-Up**

The project design team will:
- Conduct an online kickoff meeting with core project team, the client team responsible for the project day-to-day.
- Collect and review information that will inform our work, such as short-term and long-term demographic projections and other relevant statistical data; city comprehensive planning documents; previous community input; and the library’s full strategic plan, mission, and values.
- Collect technical information about the building, site, and surrounding infrastructure.
- Build a conceptual site model for all studies.
- Build a conceptual Revit model of existing building for renovation/addition studies.
- Prepare materials for the visioning workshops.

**Kick-Off Meeting**

During this initial online meeting (Zoom call with screen sharing), we will:
- Confirm the schedule and scope of the project.
- Identify documents needed to begin work.
- Verify all stakeholder groups to be included in the process and at what cadence.
- Review and refine the communication plan (meetings and timings, protocols).
- Plan the process/timing for library tours (assumed local/regional, and/or virtual).
- Discuss the visual scan of regional, national, and international library buildings.
- Discuss our draft community engagement plan and make adjustments based on input and evolving circumstances related to the pandemic.
- Present a preliminary project budget to ensure all necessary costs are identified and tracked from the start.

**Week 3: Visioning Workshops**

The design team will lead discussions with key stakeholder groups to identify project goals and define success. The workshops will be interactive and seek input on focused questions. We have found that focusing the input results in more lively, productive and engaging sessions. We will conduct these sessions.
with the groups defined with you during our kick-off meeting, typically including the following:

- Library committee
- Appleton Public Library Board
- Appleton Public Library director and staff
- Friends of Appleton Public Library
- City leadership and key city staff
- Members of the community (through a variety of formats and times)

With the core project team, we will tour identified library buildings and share images of libraries from the region, nation, and world. We will also discuss the opportunities for sustainable design and set energy and water use goals.

The outcome of these workshops will be a shared vision for project success, set of actionable project guiding principles, and clear project priorities.

Weeks 3–5: Conceptual Options
We will develop a series of design options that address opportunities with the site and building to study the pros, cons, and costs of building new versus a renovation/addition. Multiple possibilities will be tested and reconciled with the project vision, sustainability goals, and site and building constraints. We will apply the lens of code requirements and also perform an initial energy analysis to inform design decisions. For renovation/addition options, we will figuratively empty the building and assess initial ideas for the project unfettered from building constraints. We will discuss functionality, programmatic options, and building systems options. Our team will review building maintenance with the city and library team to identify potential maintenance issues or costs that will need to be taken into consideration.

Our cost estimator will provide preliminary cost information to inform the studies. We will hold weekly progress meetings with the core project team to discuss the options and begin to narrow them.

Week 7: Cost Estimating
We will deliver a final concept design to the cost estimator for pricing and present conceptual options with pricing to the core project team for review and discussion. Our cost estimator will prepare a menu of options that will be used to build the final scope to be taken into schematic design.

Weeks 8–9: Concept Refinement
We will review the cost estimate menu of options. Working collaboratively, we will identify the optimal concept, scope, budget, and schedule to carry forward into schematic design for further development. We will update the project budget including soft costs (e.g., furnishings and equipment, audiovisual equipment, and owner’s contingency).

Stakeholder Input & Engagement

- Interactive visioning and goal setting sessions with key stakeholders, members of the public, and Library staff.
- Interactive engagement sessions with key stakeholders, members of the public, and library staff.
• Input session with APL Library Board
• Input session with Appleton Common Council

Concept Design Deliverables
• Facility condition audit and report
• Library program document
• Flow diagrams that illustrate movement of public, staff, and books through the building and site
• Concept level site plan, floor plans, and building massing

Schematic Design (SD)
Based on the scope and guiding principles defined during the concept design phase, we will develop the design and identify preferred materials and building systems. We will develop the design through 3D drawings and images, diagrams, site, building and furniture plans, and specifications. We will evaluate design options based on return on investment and predicted operational costs required for the life of the project. We will also establish LEED goals and credits during this stage of work, building on measurable goals set in concept design phase and the city’s design guidelines. We will review and test these goals during each stage of design and project execution.

If appropriate to the design, we may perform a system performance comparison (e.g., for the mechanical system, exterior envelope components, and exterior glazing types) to select the best solution for the project, taking into account the city’s specific system preferences and maintenance requirements.

We will begin initial layouts of all building systems and coordinate architectural, civil, landscape, structural, mechanical, electrical, lighting, technology, kitchen equipment, plumbing/fire protection, and acoustical priorities. Through this work, some ideas will rise in importance, while others will be tested and deemed unattainable or irrelevant. We will then develop architectural and landscape concepts into an integrated schematic design that will give stakeholders a very clear understanding of the goals for the project.

All disciplines will document building and site decisions in SD level narratives, calculations, schematic drawings including site plans, plans, furniture layouts, building elevations, and sections. We will discuss preliminary exterior building materials and landscape materials and create diagrams and renderings that convey design intent. This integrated approach will result in a well-coordinated SD set with a comprehensive description of the project.

The commissioning agent will review the SD set, the SD energy model, and our mechanical system recommendations. Their input, along with owner input, will be incorporated into the next iteration of the systems design.

Our team’s cost estimator, having provided input throughout the phase to inform decision-making, will develop a schematic level cost estimate to be incorporated into a statement of probable project cost. The estimate will
be finalized at the end of the phase and scope reconciled for owner approval. While awaiting owner comments on the SD submission, the design team will ready itself for the design development phase. We will resolve any issues resulting from owner comments prior to proceeding to the next phase, after written authorization from the city's project manager.

MSR Design will conduct weekly team meetings to review design progress, make decisions on project direction, and ensure clear communication with the core project team. MSR Design will plan and facilitate two inclusive workshops for the public. We will work with the library to identify groups that are already engaged in library programming and groups that are currently underrepresented and to tailor public engagement sessions where all voices can be heard.

MSR Design and our team will work with the core project team to refine the project’s scope, phasing and budget for review by the library board and city council at the end of the phase.

**Stakeholder Input & Engagement**

- 2 moments of interactive engagement sessions, each with multiple touchpoints, for key stakeholders, members of the public, and Library staff
- Input session with APL Library Board
- Input session with Appleton Common Council

**SD Deliverables**

- Schematic floor plans, ceiling plans, elevations, building sections and wall types
- Schematic level BIM model of project
- Schematic furniture and shelving plans
- Code analysis
- Sustainability goals
- Outline specifications
- Schematic level engineering drawings/narratives
- Schematic level energy model
- Schematic level technology narratives and estimates
- 3 high-quality renderings (key exterior and interior spaces) suitable for fundraising needs
- 3D imagery from BIM model to facilitate project understanding
- Virtual reality walk-throughs of exterior
- 30% project cost estimate
- Meeting agendas and minutes for all design meetings/workshops

**Design Development (DD)**

We will take the schematic level design into the next level of detail, and refine the design expression (aesthetic), functionality, and project sustainability. All sizes and types of equipment will be finalized in this phase, and we will vet ease of operation, cost-effective maintenance and repair of building and landscape systems with the city and library operations and maintenance personnel.

The design team will present all primary exterior materials palette options for review and discussion with stakeholders and city facilities groups. Acoustic and daylighting needs will inform detailed
interior layouts and materials. We will begin to identify the details that play a major role in ensuring that the design intent and technical requirements are aligned and communicated.

The design team will select primary interior materials for human health, quality, and durability, and maintenance and present them for stakeholder review. We will consider all materials, colors, and textures through the lens of inclusivity and the project’s guiding principles. Our team will employ numerous visual tools (e.g., sketches, renderings, virtual walk-throughs, and material samples) to ensure that all of the development considerations are being fully communicated to the city core team, stakeholder groups, and project team. We will also work with our team’s cost estimator to verify that we are on track with the established scope and budget.

Updated drawings, narratives, calculations and specifications from all design team members will be combined with the DD level cost estimate to provide a well-rounded review of where the design stands in relation to the project budget and goals, including sustainable goals reflected through the LEED process. Upon confirming project budget alignment, we will submit the DD package to the city and stakeholder groups for review, as well as for independent energy review by the commissioning agent. We will resolve any outstanding issues arising from the reviews prior to proceeding to the next phase, after written authorization from the city project manager.

MSR Design will plan and facilitate two inclusive workshops for the public to elicit feedback on the developing design and to maintain excitement for the project. The DD phase will conclude with a two-week cost estimate and owner review period. The refined design, phasing plans and project budget will be presented to the library board and key city stakeholders as appropriate.

Stakeholder Input & Engagement
- 2 moments of interactive engagement sessions, each with multiple touchpoints, for key stakeholders, members of the public, and Library staff
- Input session with APL Library Board
- Input session with Appleton Common Council

DD Deliverables
- Developed drawings
- DD level BIM model
- Detailed furniture and shelving layouts
- Developed sustainability features
- DD level energy model
- Developed specifications
- Interior and exterior materials palette
- Updated renderings of key exterior and interior spaces, suitable for fundraising needs
- 3D imagery of 5 additional spaces for project understanding
- Virtual reality walk-throughs of interior
- 60% project cost estimate update
- Meeting agendas and minutes for all design meetings/workshops
Construction Documentation (CD)
Success lies in the details. The design must be properly communicated to the contractor through clear, thorough documentation. Clear documentation is the creative link between project inception and completion. Our primary focus during this phase will be to ensure delivery of a well-coordinated set of construction documents.

We use a variety of integrated tools to ensure a productive, coordinated, efficient process. At the heart of these tools is Revit. Our team requires that all disciplines work in Revit, a BIM platform that models the building and site in three dimensions to ensure a fully coordinated, integrated document set. The integrated BIM model will live in the cloud to make working from multiple locations as seamless as if we were sitting next to one another. The cloud-based functionality works on all devices, meaning team members can view, comment on, and markup the model on their mobile device if necessary.

To develop a well-coordinated document set, our team will engage all design consultants in weekly coordination reviews throughout the documentation phase. We will set interim milestones and tasks for each consultant team to keep the whole team moving forward together as a coordinated whole. Using Zoom as our online meeting platform with video, audio and screen share, we will review progress towards these milestones. We will view and discuss the BIM model with all consultants to mitigate system conflicts and maintain the original design vision for the building spaces.

In between weekly meetings, phone calls, instant messaging, email and Bluebeam serve as effective team communications. These methods of communication are especially key during the pandemic as some people’s schedules have been upended and require working at varying times of the day and night. The ability to share a model enables all team members to see the project progress in real time and keep the story of the project moving forward.

We will keep all this information organized, tracked, and searchable with Newforma, a file sharing and storage site that connects project information, indexes data, and manages email.

During the first half of the CD phase, we will hold detailed calls with the core project team to review specific aspects of the project (e.g., millwork details, AV equipment selection, door hardware and security, and lighting controls). We will plot out these focus meetings at the start of the phase to ensure the right people from the city and library are in attendance and that the project meets functional expectations.

In addition to the drawings, the design team will provide a compiled specifications book that contains critical information for all of the building systems. This book will employ a materials tag system that will help contractors connect the information between the drawings and specifications. Specific information related to site and building construction, demolition procedures, technical products, prescribed preparation,
and controlled implementation will be expanded upon in the specifications.

We will submit a 75% review set and a 90% review set for pricing and owner review to ensure all parties are familiar with the contents of the documents prior to permitting and bidding. The commissioning agent will review the details of the systems design, and suggested changes will be incorporated into the set. The 90% review set pricing feedback will be used to determine what aspects of the scope will be included as alternates to ensure an on-budget project at bid day. We will then issue final documentation, incorporating any necessary revisions. At the end of this phase, our team will also submit LEED design credits using USGBC’s online portal.

MSR Design will give an informational presentation to the public to demonstrate how the public input was incorporated into the final design and continue to keep public interest high regarding the project.

Stakeholder Input & Engagement
- Input session with key stakeholders and members of the public
- Input session with library staff
- Input session with APL Library Board
- Input session with Appleton Common Council

CD Deliverables
- Construction drawings and specifications
- Updated renderings of key exterior and interior spaces
- Meeting agendas and minutes for all meetings

Bidding
We will attend and participate in the pre-bid conference to describe the project’s key aspects, including LEED procedures and requirements, to prospective bidders. We will facilitate a Q&A session as part of this pre-bid meeting to reduce assumptions made by bidding contractors. Our team will prepare clarifications and addenda as needed. Once bids are received, we will serve as the owner’s agent and assist in reviewing bids and responding to requests for information and substitution requests.

Bidding Deliverables
- Attendance at pre-bid conference
- Addenda, RFI’s, and ASIs, as needed

Construction Administration (CA) & Post-Construction
MSR Design takes a proactive approach to construction administration (CA) in order to provide value for the owner and contractor. Only staff involved in the design process perform CA on our projects. In this trusted advisor role, we will visit the site regularly (on average no less than every two weeks) and be available to answer questions, resolve discrepancies, and evaluate proposed changes in a timely manner. We will kick-off the CA process with a pre-construction meeting to identify any areas of concern and carry on our responsibility through final completion. We use Newforma, a project management software tool that provides the owner and construction and design teams with a central place to manage document transfers, submittals, RFI dialogue, and project email archiving.
With this management software, the entire team can access forms that document progress throughout the construction process in real time. The LEED project tracking tool will be updated regularly, and the general contractor’s compliance with the LEED action plan will be monitored on a monthly basis. LEED construction credits will be submitted at the end of this phase. Prior to issuing the certificate of substantial completion, we will prepare a punch list of construction deficiencies and remaining work to be completed.

MSR Design will attend biweekly construction meetings and make site visits throughout the duration of construction. We anticipate a 14-month construction period. Through our CA work on projects all over the country, we have developed processes that enable prompt responses to contractor questions and solutions for unanticipated issues that may arise during the course of the project. Image sharing through messaging, email, and our Newforma project site and Bluebeam markups are highly effective tools for proactive and responsive CA services. Our local partner McMahon is just minutes from the project site and will be our eyes and ears on site between our visits when necessary.

Changes throughout the process, including during construction, are an inevitable and important part of achieving a quality project. Despite the best set of construction documents and the best work of experienced people, unexpected issues will arise. Our team advocates for carrying a reasonable contingency as the project goes into construction. The contractor relationship will be nurtured to ensure a positive working relationship. Communications and site visits will be frequent so that areas of risk are anticipated and problems caught as early as possible. We will resolve any changes as with other phases of the design work—promptly and in the city’s and APL’s interests.

To ensure success of the project, we will be in touch often during move-in and settle-in periods to address any issues or questions that may arise. We will conduct a walk-through with the owner a few months after the project opens to assess how things are working and address any questions or issues.

**CA Deliverables**
- Attendance at pre-construction conference
- Submittal and shop drawing review
- RFI responses
- Biweekly construction calls
- Site visits by MSR (14 total)
- Site visits by McMahon (60 total)
- Monthly field reports (14 months total)
- Review and respond to site issues as needed
- Review of change orders and applications for payment, as needed
- Punch list visit
- Closeout and final completion document reviews
- Post-occupancy walk-through with owner 11 months after substantial completion
**Move Management**
EDEN Resources and MSR Design will work collaboratively to ensure that all aspects of the move to and from a temporary location are well-managed. This work includes:

- Creating an inventory of existing furniture and equipment to be reused in the temporary location or completed project.
- Assessing potential temporary location spaces for compatibility with library needs.
- Preparing furniture and equipment fit plans for temporary location.
- Preparing and evaluating the relocation services RFP.
- Developing and maintaining the master move budget, plans, and schedules.
- Pre-move site inspections and site readiness.
- Move day signage, communication, and oversight.

**FF&E, Signage & Art**
Furnishings, signage, and public art are critical aspects of a successful building and require extensive coordination early in the design process to be integrated in a thoughtful and effective manner. Our interior designers will lead these aspects of the project and are part of the project from the beginning of concept design. We will create plans and layouts for furnishings, signage, and public art as part of the schematic design phase as a value-added service to ensure the building design is functional, programmatic needs are met, and the result is a human-centric and beautiful building. We will present initial furniture selections and signage designs during the design development phase to provide a full picture of the project’s design. We will provide select the final furnishings and shelving during the building construction phase. We will work with the library staff to select shelving and furnishings that will be comfortable for patrons, easy to use for staff, and durable for years to come. We will prepare furnishings and signage bid packages for separate bid and/or contract procurement. The signage package will include wayfinding signs as well as library collection and donor signage. Beginning the selection and specifications process six months prior to construction completion will ensure that the furnishings, shelving, and signage will be installed and functional when the building opens.

**Warranty Period**
We will be available during the contractor’s warranty period to advise you, as needed, concerning warranties, correction of defective work, and equipment operations. During the year-end warranty site visit, we will assist the owner in resolving any outstanding deficiencies through communications with the contractor and/or suppliers. The final LEED certification report will document the LEED rating achieved.
Quality & Budget Control

Our team has 40 years of experience and an outstanding record of publicly bid projects that have come in within the available budget, on schedule, and at the quality level our clients expect. Our approach involves careful management to balance quantity, quality, and time.

Quantity (area of building). To ensure our clients are getting the best value, we discuss early and often the programmatic needs in the context of activating the entire building and not over-building. Through test fits, we will confirm that functionality of spaces aligns with the size of building the budget can accommodate.

Quality (appropriateness systems and materials). We will select systems and materials that align with Appleton Public Library’s objectives, budget, program goals, and maintenance needs.

Time (keeping project on schedule). Because of changing economic conditions for bidding and construction costs, it is essential that the project be constructed within the time frame determined at the onset of the project. MSR Design will work with all stakeholders involved to establish a realistic timetable and lead a timely process.

A relevant example of this approach in action is our renovation and addition project with the LE. Phillips Memorial Public Library in Eau Claire, Wisconsin. When MSR Design was hired, the project was intended as a renovation of the existing 62,000 sf library with a 29,000 sf addition. During the concept phase, we held visioning sessions with the community and city and library stakeholders to establish project guiding principles. We worked with the library staff to understand collection needs and desired new program offerings. Working closely with our cost estimator to vet a number of conceptual options, it became clear that to stay within the project budget, the addition had to be scaled back from 29,000 sf to 7,000 sf. With space at a premium, we worked to ensure that every space in the building was being used to its greatest potential. Every room is designed to be flexible and responsive to a variety of different uses. The rooftop addition is located so that it can be expanded easily in the future when additional funding becomes available. After a recent design update with the library board, one board member remarked that although the addition is much smaller than they had hoped for the library is still getting everything that they wanted. MSR Design’s years of experience working with libraries gave us the understanding to maximize this project’s potential.

Ability to Meet Scope of Work

MSR Design and our full team of subconsultants has the capacity and availability to perform the scope of work successfully and efficiently.
5. project schedule
**Concept Design** (9 weeks)
March 2021
- Kick-Off
- Visioning Workshops
- Review & Estimating
- Concept Refinement

**Schematic Design** (13 weeks)
May
- SD Design Workshops
- Review & Estimating
- 100% SD Input & Listening Sessions

**Design Development** (13 weeks)
Aug
- DD Design Workshops
- Review & Estimating
- 100% DD Input & Listening Sessions

**Construction Documentation** (16 weeks)
Nov
- Review & Estimating
- 50% CD Input
- Review & Estimating
- 100% CD Input & Listening Sessions

- Core Project Team Meeting
- Biweekly Construction Meeting
- Library Board + Common Council Input
- Inclusive Community Workshop
- Cost Estimating + Document Review
- Community Survey
- Success Story Video + Project Images Shared with Community
project schedule

**Bidding** (8 weeks)

- Aug
- Sep

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100% DD Input & Listening Sessions
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**Construction Administration** (14 months)

- May
- June
- July
- Aug
- Sept
- Oct
- Nov
- Dec

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Furnishings & Signage Design & Selection Process
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**Post Construction** (2 months)

- June
- July
- Aug

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Grand Opening!
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- Core Project Team Meeting
- Biweekly Construction Meeting
- Library Board + Common Council Input
- Inclusive Community Workshop
- Cost Estimating + Document Review
- Community Survey
- Success Story Video + Project Images Shared with Community
6.

additional information
Recognition

MSR Design has won more than 195 national and regional design awards, including the following honors for our library projects:

**American Institute of Architects (AIA)/American Library Association (ALA) Library Building Awards**
- Louisville Free Public Library South Central Regional Library
- Tulsa City-County Central Library
- Stillwater Public Library

**AIA Honor Award for Interior Architecture**
- McAllen Main Library

**ALA/International Interior Design Association (IIDA) Library Interior Design Awards**
- Madison Central Library, Public Libraries Over 30,000 sf
- McAllen Main Library, Best Overall Award and Award for Public Libraries Over 30,000 sf
- Ramsey County Library Roseville Library, Honorable Mention for Public Libraries Over 30,000 sf

**Library Journal New Landmark Libraries**
- Tulsa City-County Central Library
- Madison Central Library
- Ramsey County Library Roseville Library
- Hennepin County Library–Maple Grove, Honorable Mention

**IIDA/Metropolis Smart Environments Award**
- Ramsey County Library Roseville Library

**AIA Minnesota Honor Awards**
- McAllen Main Library
- Ramsey County Library Roseville Library
- Dallas Public Library Lochwood Branch
- Denton Public Library North Branch
- Stillwater Public Library

**AIA Kentucky Honor Awards**
- Louisville Free Public Library South Central Regional Library
- Louisville Free Public Library Southwest Regional Library
- Louisville Free Public Library Shawnee Branch

**AIA South Dakota Honor Award for Architecture and People’s Choice Award**
- K.O. Lee Aberdeen Public Library

**Wisconsin Library Association Library of the Year**
- Carthage College Hedberg Library

**American Public Works Association Project of the Year (National and Wisconsin Chapters)**
- Madison Central Library
MSR has worked with more than 200 communities across the United States, helping them to raise funds; locate appropriate sites; and plan, design, and furnish their library buildings. We have provided the full spectrum of services to guide library boards through the initial library building planning process, from conception to referendum. These services include site feasibility studies, needs assessments, conceptual plan programming, space usage plans, and development of public campaigns. Libraries serve diverse populations, and our best work comes from the participation of the community. The process of consensus building must be tailored to the specific needs of each community, although issues such as access, location, and cost are universal to all libraries. Through a process of listening and leading, we have successfully provided our design expertise without losing sight of the attributes that resonate with a particular community.

Consensus building is essential for community support and staff ownership. Our inclusive process typically starts with administration and staff because employees provide essential information regarding customers’ habits and trends. Staff participation builds trust and a sense of ownership for the project and helps them become ambassadors for the upcoming changes and opportunities. To engage both staff and community citizens, we take into account a variety of methods and styles to ensure we learn as much as possible. Through our involvement in public campaign strategies for funding libraries and for general community input, we have developed numerous strategies, including:

- Conducting board workshops to explain the project’s financial and technical fundamentals, which board members can share with their circles.
- Developing promotional literature.
- Preparing speakers’ packets.
- Presenting the library project to public groups.
- Preparing drawings, illustrations, and models showing the project.
- Leading weekend workshops with special interest groups (such as children, teens, and seniors) to gain feedback on their space needs.
- Giving presentations to civic clubs (e.g., the Chamber of Commerce and Rotarians) about the project, which can be shared with their circles.
- Providing interviews with local newspapers and radio shows.
- Engaging the community through social media and other online platforms.

Virtual Community Engagement
The COVID-19 pandemic has made in-person community engagement challenging. However, community engagement and participation remain just as critical for project success. Recently, we have used the following strategies opportunities for virtual engagement:

- Creating online surveys.
- Preparing mailers with engagement activities to be completed at home and shared with the community.
- Using online meeting platforms (e.g., Zoom) for presentations to client and stakeholder groups.
- Conducting interactive workshops on meeting platforms that can accommodate up to 200 people using small group breakout rooms and chat and polling features to engage the community.
Virtual community engagement for L.E. Phillips Memorial Library

full group collaboration

focused discussions in breakout sessions
The need for energy efficiency and carbon emission reduction has expanded our commitment to the environment and our clients. In 2007, MSR Design became the first Minnesota firm to commit to the 2030 Challenge, which advocates for architects to design buildings to meet an aggressive schedule of carbon emission and energy reduction goals. We report our predicted energy use intensity (pEUI) across our active projects annually for the AIA 2030 Commitment and are one of the top performing firms who have made the commitment.

MSR Design has designed dozens of high-performing projects that meet LEED (including LEED Platinum certification), Green Communities, Green Globes, or State of Minnesota B3 and SB2030 standards. We also have experience working with the Living Building Challenge certification standards. We recently received an AIA Committee on the Environment (COTE) Top Ten Award for the Minnesota Landscape Arboretum’s new Tashjian Bee and Pollinator Discovery Center.

We have implemented a firm-wide sustainability initiative designed to encourage, educate, and inspire the firm’s employees, clients, and consultants. Specifically, the firm is committed to the following core strategies:
- Reduce carbon emissions in our building projects by 90% by 2025 and achieve carbon neutrality by 2030.
- Set energy and water conservancy goals at the earliest design phase of all projects.
- Integrate energy modeling and daylighting analysis into all major building projects to meet energy targets.
- Select and recommend building materials that are sustainably produced and free of harmful chemicals.
- Be advocates for sustainable architecture by pursuing innovative ideas, testing new theories or methods, improving choices and offerings within the industry, measuring results, and sharing our findings.
- Continue our collaboration with the University of Minnesota College of Design research initiative, begun in 2011, to deepen expertise in building performance and healthy materials.
- Reduce the carbon emissions of office operations through improved supply purchasing, support for alternative transportation, recycling and composting, and internal educational opportunities.

MSR Design has launched a new Generative Impacts web page to share our research, design innovations, and successes in this area. To kick off this initiative, we are sharing our progress toward the goal of having every building material choice be a good one. We have developed guidelines around transparency, sustainability, and health for our own materials library, including a one-page handout (available by request) that communicates our criteria for product sales reps and a training guide for design staff.
The Bee Center combines passive design strategies with a robust envelope, radiant systems, a geothermal field, and photovoltaics to deliver thermal comfort and energy performance in a challenging Minnesota climate with cold, harsh winters and hot, humid summers.

Passive design:
The project is oriented to optimize solar control. South glazing uses optimized external shading to block summer sun and allow direct winter sun to warm the thermal mass of the concrete floor. The building section encourages natural ventilation with operable windows serving as inlets to capture shoulder season breezes from the South East before harnessing the stack effect and exiting operable skylights on the north face of the gabled roof.

Envelope:
Superinsulated walls (R52) and roof (R72), triple pane double low-e glazing, and continuous air barrier dramatically reduce heat loss and gain through the building skin.

Systems:
A radiant concrete floor slab is tied to a 15 Ton ground-source heat pump with twelve 300 ft deep boreholes to provide superior efficiency and thermal comfort. Staff has commented that visiting school children often prefer to sit on the floor!

Renewable energy:
The project is designed to be net-zero with the future expansion of the roof-mounted 1-kW photovoltaic array.

1 Passive solar. Summer sun is blocked and winter sun is allowed to warm thermal mass of the concrete slab.
2 Operable windows for passive ventilation in summer.
3 Solar roof with infrastructure for future expansion.
4 Ductwork hidden in ceiling to deliver fresh air.
5 Operable skylights provide indirect natural light and passive ventilation.
6 Robust R-50 envelope reduces cooling and heating loads.
7 Radiant floor heating and cooling.
8 Visual connection to landscape.

Sustainable strategies for Minnesota Landscape Arboretum Tashjian Bee and Pollinator Discovery Center, winner of an AIA COTE Top Ten Award
Equity | Inclusive Design

MSR Design has made a commitment to promoting inclusive design and equity as part of our culture. We also recognize how inextricably interconnected sustainability is to equity and social justice. Sustainability affects human issues such as racial injustice, gender equality, distribution of wealth, food security, and well-being. Therefore, in 2016, we committed to a goal that every MSR Design project strive for the highest level of sustainability possible and achieve generative impacts for its community and the environment.

It is especially important that public buildings are designed without barriers. People of all backgrounds and abilities should feel welcome. The only way that can be achieved is by involving the community the building serves in the conversations about the design. Engaging all parts of a community in the design process creates a sense of belonging and ownership and facilitates the identification and elimination of barriers that shapers of the built environment may not readily see. The well-known phrase “nothing about us without us” is critical when considering the built environment. Our team will foster inclusion in the design process and the project itself by considering design options from multiple viewpoints and thinking about possible unintended consequences.

MSR Design CEO and principal Traci Lesneski has written several articles focused on equity and inclusive design for libraries. Examples include:

“Places of Inclusion: There’s Still Work for Us to Do”
Interview with Traci Lesneski by Leonard Novy, Goethe Institut’s “Future Libraries” series

“Welcome to All: Design’s Role in Creating an Inclusive, Safe, and Beloved Community Destination”
Traci Lesneski, 2018 IFLA WLIC Paper

“Process to Product: Inclusive Libraries by Design”
Traci Lesneski, 2018 IFLA WLIC Paper
Some of the ways we will ensure an inclusive process and outcomes include:

▪ Creating a public engagement plan. Determining the timeline, participants, and methods of engagement will be as foundational to the project’s success as establishing a project budget and work plan.

▪ Going where people are. We recognize that time of day, transportation, childcare, parking costs, and even certain buildings’ sense of intimidation can be barriers to providing input. Meeting with people on their own turf, such as during community events and activities or in neighborhood parks, can help remove those barriers.

▪ Considering other possible barriers to providing input, such as language or cultural barriers, and seeking to overcome them.

▪ Offering a variety of input methods to include as many perspectives as possible (e.g., submitted photographs/images, voice recordings, video clips, focus groups, social media channels, online surveys, write-in surveys, and town halls).

▪ Convening local community organizations and the networks of our clients (e.g., neighborhood associations and youth groups).

▪ Considering who could be negatively impacted by design decisions, and in particular, factors that might affect disadvantaged community members, both positively and negatively, and designing accordingly.

▪ Providing a variety of space types in our buildings so that people can find a place in the building that is comfortable to them.

▪ Allowing for flexibility in our buildings to accommodate continually evolving demographics and makeup of communities.

We seek broad and diverse perspectives to ensure that the entire community benefits from the project to minimize risks and generate support for the project and (to borrow a term coined by our friend and collaborator, author and educator Tasoulla Hadjiyanni) to create “culturally enriched communities,” where everyone can thrive.
Traci Engel Lesneski, CID, IIDA, LEED AP, ASSOCIATE AIA  
Principal in Charge

As CEO and principal of MSR Design, I’ve developed leadership skills that create consensus around a clear vision, clarify how to achieve it, and inspire support from stakeholders. I am a life-long learner, reading and thinking deeply about the built environment’s role in fostering well-being, promoting learning, and creating inclusive and cohesive communities. Often invited to speak and write about my thoughts on library design internationally, I will bring these ideas and innovations to your project. I promote an integrated design approach—equally valuing human well-being, building performance, aesthetics, and delight. Recent building projects I have led include the award-winning VCAM building—a 24/7 visual culture, arts, and media creative hub for Haverford College in Pennsylvania—and Missoula’s new library and culture house in Montana. I am currently chair of the American Library Association (ALA) Architecture for Public Libraries Committee and a member of the International Federation of Libraries and Associations (IFLA) Library Buildings and Equipment Section Standing Committee. My involvement in the library industry ensures I am current on the issues and opportunities libraries face.

Kate Michaud, AIA, LEED AP  
Project Manager

As a senior associate with MSR Design, I believe everyone can benefit from good design and that a project should have a positive impact on the occupants, as well as the surrounding community. For that reason, I am especially drawn to public library projects, renovations in particular. Creating inspiring, functional, and sustainable spaces within the constraints of an existing building, an existing site, and a tight budget is great fun. I find it immensely rewarding to refresh a building that is beloved by the community so that it becomes a closer reflection of the community’s aspirations and values.
Byoungjin Lee, AIA, LEED AP  
Project Architect

Two important values drive my practice: sustainability and equity. I focus on designing library spaces to provide human comfort and well-being and energy efficiency, as well as to reduce impacts on the environment by integrating energy modeling and landscape design early in the design process. I also strive to bring equity in the library design by providing multiple choices in spaces to accommodate as many people as possible. I actively participate in the firm’s equity committee. My deep understanding of library functions and service models from past library projects enables me to address multiple program issues from different perspectives to discover the best solutions and integrate them into the overall design. I participated in the 2015 Library Journal Design Institute in Nashville.

Veronica McCracken, CID, IIDA  
Project Interior Designer

As a passionate designer and associate with MSR Design, I believe that the most successful projects arise from an inter-disciplinary approach. Working in a broad spectrum of areas, including furniture, product, fashion, graphic, and interior design, I am constantly toggling between the big picture concept and the fine details that make a project remarkable. I strive to create spaces that not only tread lightly on our environment and bodies, but are generative and promote the well-being of those experiencing them. I am currently serving as a volunteer for the Northeast Minneapolis Arts Association (NEMAA) and on the University of Wisconsin-Stout School of Art and Design Professional Advisory Committee.
additional information | personal statements from key team members

Scott Manteuffel
Construction Services Project Manager

I have assisted Dean Gazza, Director of Appleton Parks, Recreation & Facilities Management, on a couple projects this past year. One of the projects involved assisting the library in developing COVID-19 precautions within the library. We developed a plan for installing protective guards above the service desks to protect the staff, along with library customers. I had the pleasure of working with some great people, who shared their needs, so that we could deliver a successful project.

Firm
McMahon

Michael Kohlbeck, PE
Lead Civil Engineer

Personally, I have been resident of the City of Appleton since I graduated from college in 1999. My wife Jody is a lifelong resident of the City of Appleton, and together we raised our two children only a few blocks from the Appleton Public Library. Being within walking distance of our home, we have visited the Appleton Public Library with our children frequently, attending library programs and utilizing the many resources available to the public. As a member of the community, I am personally very excited for the opportunity to be part of such an important project that will benefit the community and future generations. Professionally, over the course of my career, I have been either a member of a design team, or McMahon’s project manager, for dozens of site development projects located in the City of Appleton. This project experience has allowed me to become very knowledgeable about City of Appleton ordinances, site plan review requirements and city processes. I believe that my unique knowledge, familiarity, and relationship with the City of Appleton will be invaluable to the project team.

Firm
McMahon
Douglas Woelz, PLS
Lead Land Surveyor

I have worked with many development projects within the City of Appleton over the past 35 years. I have gained an extensive knowledge and developed a good working relationship with the City of Appleton. I have extensive knowledge of surveying software programs, performing data collection, coordinating geometry calculations, and coordinating transformations.

Nicholas Vande Hey, PE, CPESC
Water Resources Engineer

I have assisted the City of Appleton with various stormwater related projects in the past few years, including the Alvin Street and Evergreen Drive, Sequoia Drive and Rubyred Bridge, K2 Drainage Basin, Valley Road Stormwater study, Red Oak Ravine Stream restoration, and a downtown stormwater management project. I have a good working relationship with city and Wisconsin DNR staff.
Josh Nielsen, PE, LEED AP BD+C
Lead Electrical Engineer

I grew up with a passion for reading. I recall small pizzas as motivation for reading. The library was small and dark, but I remember it fondly. Now my reading experiences are associated with vacation time earned after assisting in library construction projects. Library design the last 10 years, with this design team, has been fascinating. Every client has been forward-thinking with priorities focused on the long term, whether it be energy savings (achieving LEED Gold certification), technology planned for the future (GPON to the workstations), or access floor for flexibility in layout. Systems provided have varied, but all have been successful. It is amazing to see where library facilities are taking things, toward technology, toward serving as much of community as they can, and continuing to offer opportunities to check out reading material when needed.

Tyler Luttenegger, PE, LEED AP BD+C
Lead Mechanical Engineer | Fire Protection Designer

As a frequent library visitor in college and more recently with my daughters, I understand the importance of quality library space for a community. I approach every library project as if it will be a space that my family would visit, taking pride in being part of a team that helps to design incredible spaces.
Nick Terhall, PE  
Mechanical Designer | Fire Protection Designer

I have fond memories as a child of visiting my hometown public library twice a week for story time, summer reading programs, and to check out backpacks full of books. I am passionate about ensuring future generations have an even greater opportunity to experience that joy and connect with all that public library systems have to offer. I bring experience working on historically significant and sensitive buildings, such as numerous renovations at Drake University’s architecturally-renowned campus, where it is imperative that modern mechanical systems blend seamlessly into existing structures. I also bring experience working on landmark projects with large and diverse stakeholder groups.

Lon Bromolson, PE  
Electrical Engineer

I have personally been involved in a renovation project of an existing mechanic shop and turned it into a multi-use building with offices, private studios, classrooms, and larger movement spaces. I played an intimate role in picking the architect, writing contracts with the design team, and participating in the early stages of programming and budget. Through the ebbs and flows of design and construction, I was able to see the project through in its entirely as the engineer on record. This project gave me a wider perspective and a better understanding of the day-to-day planning between owners and architects and how my role as an engineer plays into the bigger picture.
additional information | personal statements from key team members

James Hartman, CTS  
AV | Technology Consultant

I have a passion for communication and learning. From the start of my career running sound systems and maintaining audiovisual systems on the Sprint World Headquarters in early 2000 to my current position as a low voltage engineer with MODUS, I have focused on ensuring people are able to communicate clearly and easily. I enjoy designing systems that enable communication in an effective and user-friendly way.

Maura Rockcastle, PLA, ASLA  
Lead Landscape Architect

I have a depth of experience working on complex urban public projects, such as the High Line and Times Square reconstruction in New York City. I have worked on a variety of library projects. Most relevant to the Appleton Public Library is my design and engagement work for several urban public library projects, including the Fayetteville Public Library expansion, new Norman Central Library, and Hennepin County Library’s Eden Prairie Library refurbishment, all collaborations with MSR Design. I work to integrate innovative and creative programming opportunities into tight urban contexts, making even the smallest of public spaces welcoming and accessible for all. My long history of collaboration with MSR Design provides a robust foundation of trust, shared values, and a complementary design approach. TEN x TEN’s work on the Campus Sustainability Guidelines for Lawrence University, a master plan concept for the Kohler Headquarters, a master plan for Horseshoe Bay Farms in Door County, and a residential landscape estate in Minocqua have helped me build a depth of knowledge about the northern Wisconsin climate, local materials, and ecological communities.
Satoko Muratake, PLA, ASLA
Landscape Architect

A library is a community’s critical anchor institution that offers knowledge-sharing and active learning and provides a place to gather. I have experience with site design for both newly constructed and re-modeled libraries across a range of scales and within Midwestern contexts (from urban to rural). Each of these sites has provided a unique opportunity for the integration of accessible design, sustainable practice, and creative outdoor learning that is informed by the library staff, community, and the site context. Appleton offers a thriving downtown framework and a rich history that can help catalyze development of an authentic civic outdoor environment welcoming to all. I bring a depth of experience engaging communities and translating design concepts into implementable projects that celebrate craft, sustainability, and smart long-term maintenance and operations considerations.

David Holten, PE, SE
Lead Structural Engineer

I have significant experience with transformative projects that leverage existing building reuse and new additions to revitalize buildings. From large to small, these projects are deeply ingrained in our structural design process. I was born and raised in Appleton and can remember being in this library many years ago. With that early life connection to Appleton, I am excited to help this library evolve and grow.

Firm
TEN x TEN

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MBJ
Murphy Curran, PE, SE
Structural Engineer

I am deeply curious about the projects we work on and how all the people who will use the building will shape the structure now and into the future. Specifically for reuse and additions to existing buildings, my experience with projects of this type has made me aware of the huge benefits for a deep understanding of the existing structure so we can know how to utilize a building to its greatest structural impact, while modifying the structure with minimal impact. I share my knowledge of engineering internally and with clients through teaching and mentoring, especially at the initial phases of a project when communication is critical for collaborative coordination and problem-solving. I have deep experience working with MSR Design, including the renovation and expansion of Ramsey County Library’s Roseville Library.

Brennan Schumacher, LEED AP
Principal Lighting Designer

I grew up 30 miles away from the Appleton Public Library. Early memories of my local library include a proud moment where as an elementary student, one of my art pieces was put on display at the Brown County Library. I have continued that appreciation for art and libraries throughout my life, from pulling all nighters at my university library to designing lighting systems for libraries and museums. I have been providing sustainable lighting design specifically in libraries across the country for over 14 years.
Josh Houston, CPE  
Senior Cost Estimator

I have over 17 years of experience in the construction industry. My experience includes cost estimating and project management for a variety of construction projects throughout multiple locations in the United States. I have prepared numerous cost estimates for municipal facilities from conceptual design through the construction document level. I utilize this experience to support and advise clients for the success of their construction and renovation projects. My experience provides a base of information to establish contract values from the early design phases through construction documents, including value engineering and bid reconciliation.

Mariaha Dean, Mael, LEED AP  
Move Management Consultant

My professional experience spans both design and construction disciplines. Through the years, I have advanced through the ranks starting as a project designer, then an assistant project manager, and project manager. I have been a key influencer in various leadership forums including business and equity. Currently, I am focused on providing leadership and steadied-growth for EDEN Resources, while concurrently assuring equitable inclusion and exposure of construction and professional/technical careers to young, ethnic individuals entering the future workforce.
Ajit Naik, PE, ACP, BEMP
Lead Commissioning Engineer

I have nine years of experience, spanning building simulation, feasibility assessments, performance benchmarking, renewable energy analysis, code compliance consulting, HVAC design engineering, and sustainability certification. My current practice focuses on building performance concept development, auditing, simulation, and commissioning. I have provided commissioning process management, design and submittal review, construction administration and functional performance testing services for a diverse commissioning portfolio, including residential, commercial, educational, and government projects.

Firm
Baumann