

AGENDA

Henika District Library
Building & Grounds Committee Meeting
July 7th, 2023 at 11am

- I. Call to Order**
 - A. Members Present:
 - B. Members Absent:
 - C. Staff Present:
 - D. Guests:

- II. Approval of Agenda**

- III. Community Opportunity to Address the Committee**

- IV. Approval of Meeting Minutes**
 - A. May 2023 Building & Grounds Committee Minutes

- V. Unfinished Business**

- VI. New Business**
 - A. The Top 5 Mistakes Renovating Your Library – And How to Avoid Them (ALA '23)
 - B. Construction Manager Discussion
 - C. Triangle's Proposal

- VII. Around the Table**

- VIII. Adjournment**

Meeting Minutes

Henika District Library
Building & Grounds Committee Meeting
May 17th, 2023 at 1pm. Starts 1:00.

I. Call to Order

- A. Members Present: Fryling, Marsh, Augustin
- B. Members Absent: Byville
- C. Staff Present: Bakovka
- D. Guests: None Present

II. Approval of Agenda - Motioned by Augustin, seconded by Marsh

III. Community Opportunity to Address the Committee

IV. Approval of Minutes – Motioned by Augustin, seconded by Fryling

V. Unfinished Business

- A. Reflection on *Triangle's* Presentation – Very helpful dialogue, they have diverse ideas and options plus non-profit experience. Discussion ensued regarding what we want and where to start.
- B. Follow up on Gary's Proposal - Letter written by Marsh presented to committee members. Edits made and proposed letter will be sent out by Bakovka on Library letter head.
- C. Follow up on parking lot plan: Wayland Mayor and City Manager have been approached and explained they would be open to selling the parking lot for a minimal cost with Library paying attorney costs. Library realizes all future maintenance will be at library's expense. This would all be contingent on full council approval. Next: bring a written proposal to Library Board then pursue next steps, including contacting an attorney to write up the proposal at the expense of the Library.

D. Planning Discussion – The committee thinks the next step is to choose a construction manager to help guide the rest of the process. Discussion ensued. Bakovka to reach out to Plainwell Library and ask Triangle for more structured payment information. Take parking lot proposal to board. Further narrow down expansion options before presenting to board.

VI. New Business - None

VII. Around the Table

Tami: Bench at back door is an eyesore and needs to be replaced. Bakovka already has someone lined up to take it.

Gary: Nothing to add

Bakovka: Is very busy working on filling open positions and asks for patience.

Augustin: appreciates hearing this process starts slowly, this is reassuring. Suggests picking date for next meeting at Board mtg on June 13. Good dates may be June 15, June 21 for Bakovka. 1:00 pm time is agreeable for all committee meetings.

VIII. Adjournment at 2:03pm - Motioned by Augustin, seconded by Fryling

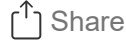
The Top 5 Mistakes Renovating Your Library — And How to Avoid Them



David Vinjamuri · [Follow](#)

Published in Ditto Press

13 min read · Jun 20



You've been staring at the same frayed carpet tiles for 1000 years. The six person wooden tables never see more than two patrons. An hour in any chair in your library guarantees a chiropractic visit. Some corners of your library are as desolate as the Sargasso Sea.

It's time to renovate.

Some directors seek out this challenge — others dread the prospect. Either way, it's a unique chance to overhaul aging space and have a long-lasting impact on the community. It is also a chance to show your competence and supercharge your career. Unless it all goes sideways.



Photo by [Ante Hamersmit](#) on [Unsplash](#)

When this opportunity becomes a trap, it's bad for everyone involved. The three of us have collectively worked on over 350 design projects. We challenged ourselves to each come up with a list of the three biggest mistakes we'd seen in planning for and executing a renovation. Then we combined our lists and chose the five most common and correctable mistakes. From the perspective of a library director, a space planner and an architect, here are the five biggest mistakes renovating a library — and how you can avoid them:

Mistake #1 — Not building the right team



Photo by Belle Co: <https://www.pexels.com/photo/silhouette-photography-of-group-of-people-jumping-during-golden-time-1000445/>

A renovation can fail before a line is drawn on a floorplan or a single carpet tile is removed. Renovating a library is often a multiyear project and the most expensive task you'll take on for that library. Building the right team is critical. Here are four steps you can take to build a strong team:

1) **Share a vision** — A vision is conceptual agreement on the problems the renovation must solve, the process the library will use for design and how a design team will collaborate. The vision should flow out of preparatory work: patron research, a space audit, staff input, stakeholder conversations and the strategic planning process. If you bring in a space planner or hire a retired librarian as a consultant, they must buy into this vision, persuade you of any issues they identify, and strengthen this vision with a zone plan for your renovated space. When architects and interior designers are hired, it's critical that they also share this vision.

2) **Be Open to Ideas** — on a strong team, ideas can come from anywhere. If any team member — from an architect, designer or engineer to a consultant, planner or the library

director herself — is not open to good ideas from any source, the team will be weaker.

3) **Cover Your Bases** — A successful renovation involves more than floorplans and construction documents. You need to research community needs and gather input from your patrons. Engage with the leaders of marginalized communities early on. Careful coordination with municipalities and strong communication with the community is vital. Get the staff on board with the vision early in the process.

4) **Plan for Continuity** — The vision for a space can be killed by those who do not understand it. Seemingly small changes — like moving a shelf, replacing a chair or removing a table — can have multiple unintended consequences: from changing pathways to compromising the effectiveness of zones or even depressing circulation performance. The best way to guard against these concerns is to maintain a core team from early in the project to the end. The core members — the Library Director and/or staff, a planner or consultant, architects and any research, analytic, PR or fundraising members on the team should stay engaged from project inception (at least at the master plan stage if not during the space audit) to opening of the new space.

BONUS — 3 Red Flags in Prospective Team Members:

1) **Anticipatory Geniuses** — Design team members who claim to have ‘solved’ the floorplan before even interviewing the staff or doing a detailed walkthrough with the director. Don’t create a selection process for your architects that requires or encourages this.

2) **Tried and True:** Any designer whose renovation projects all look the same. One size does not fit all.

3) **Arrogance:** Designers who ignore staff input and don’t want a librarian on the core design team. Librarians who assume the research and expertise from other industries and experts isn’t applicable to their project. Donors, mayors, provosts, architects, who are interested in creating a monument to themselves.

Mistake #2 — Not Designing for the Missing Patron



Photo by [DDDanny_D](#) on [Unsplash](#)

Research is part of the design process. While you're busy with responsive research — online surveys, focus groups and community input sessions — you will hear lots from the core users of your library. That doesn't mean you'll learn everything about what the community needs. Responsive research is good at engaging core library users with the design process. It may, however, miss other important actual and prospective patrons.

The world has changed since March 2020 and your community has undoubtedly changed since the last renovation of your library. That means there are people in your community with needs that the last renovation didn't address. Here is how to find them:

1) **Don't Start with Comparative Statistics** — An easy way to evaluate your library space is to measure your collection size, seating and program of spaces against averages for your community size or peer libraries. Don't start with this exercise. You'll be comparing yourself to a wide hodgepodge of communities with different mixes of patron types and designs. Start by analyzing your existing space and the needs of your patrons.

2) Engage Directly with Marginalized Communities — The leaders of these communities are often active in civic, municipal and nonprofit organizations. They represent the people you're least likely to hear from in your responsive research. Don't expect them to come to you on their own. Seek them out. Listening to them can lead to surprising insights. In Pima County Arizona, this process led to the establishment of the library nurse program that puts RNs into the library branches to conduct blood pressure screenings, health assessments and case management for at-risk communities.

Working with a tribe in Utah and researchers at Utah State University, we recognized that a break in the traditional food rituals of the community had resulted in obesity and high diabetes rates among children. Putting a teaching kitchen into the tribal library was a critical step to meeting their needs.

In Stamford, Connecticut, community leaders identified the importance of hoteling spaces in the main library and branches (spaces for governmental agencies and non-profits to confidentially meet with clients in the library) to improve their coverage and service delivery.

3) Experiment Before You Build — One of the most powerful tools in a renovation can be changing the paradigms of what a library represents for your patrons. As new furniture, fixture and work surface concepts migrate from retail stores, offices and classrooms to libraries, they can give patrons better ways to explore knowledge, to work, create and study. Embrace experimentation by adding some of these new items to the library during the design process. These experiments will help you harvest valuable insights from your community before you renovate.

Mistake #3 — Not analyzing your current space



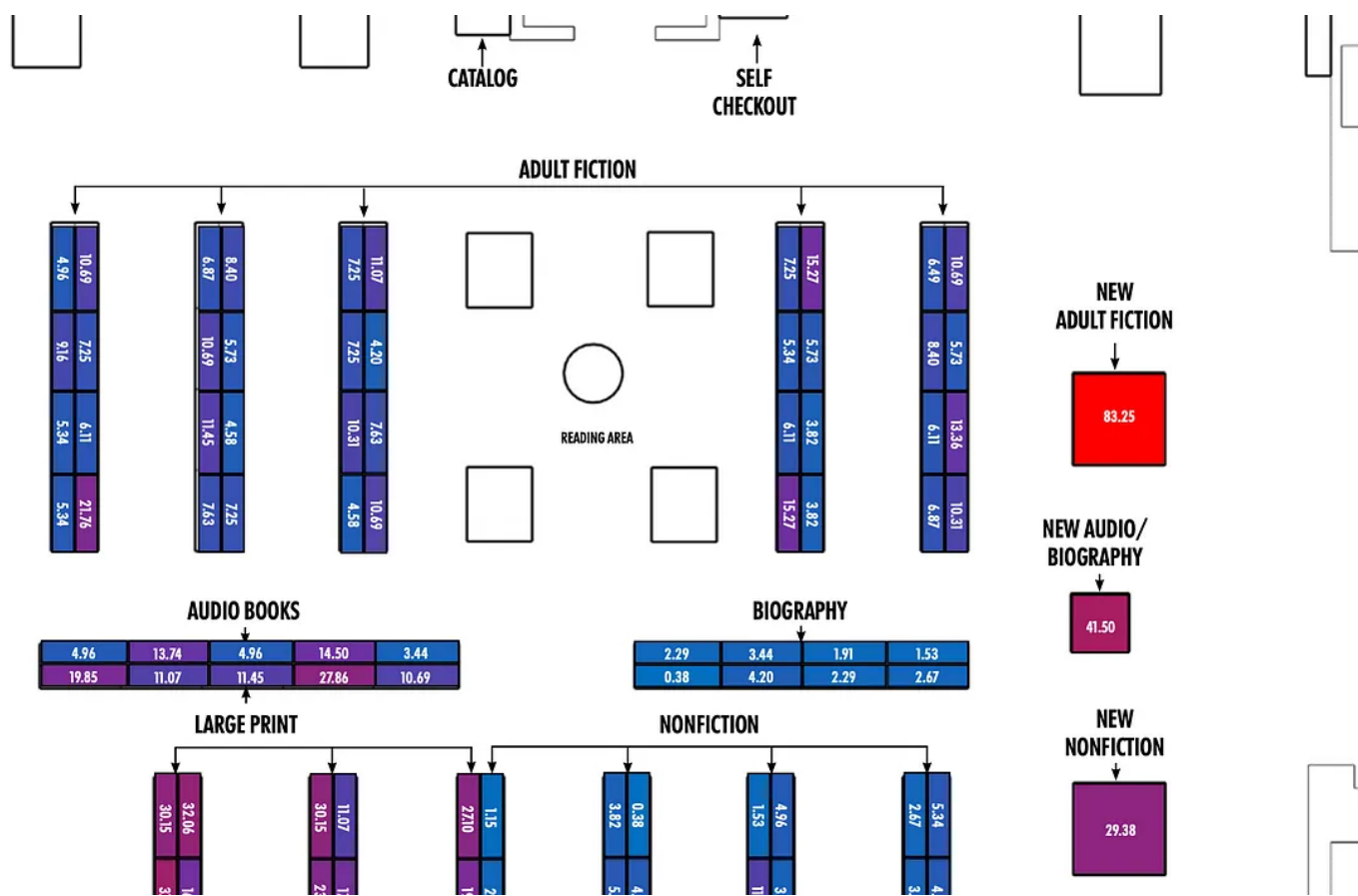
Photo by cottonbro studio: <https://www.pexels.com/photo/a-man-getting-the-wolcraft-universal-square-on-the-table-7484811/>

Even if you are demolishing your current library, you can learn a huge amount from your existing building. Understanding what's working and not working in the layout of your current space will help you avoid making the same mistakes in a redesign. Beyond interviewing staff, observing patrons and looking at new trends in library design, there are tools that you can borrow from the private sector to analyze your space.

Though it may sound counter-intuitive, libraries face many of the same challenges as retail stores, and their audiences overlap. Retailers want customers to navigate their space intuitively. They need patrons to grab items off the shelf and bring them to checkout. And they must make sure that all the parts of their store are useful throughout the day. This is a special challenge for restaurants, who have pioneered the second analytic technique described below. Here are the two ways to analyze your current space as practiced in retail stores and restaurants:

- 1. Heat-Mapping & Circulation Efficiency Analysis** — Retailers use heat maps to understand customer movements around the store. They also use point of sale

technology (some with the assistance of Nielsen and other analytic companies) to understand where items that are purchased are picked up and whether they were on display. Libraries can unlock some of the same insights with ILS data. Breaking down the circulation for different Dewey ranges and then mapping it onto the precise location that the circulation occurs gives us a picture of where the collection circulates. When libraries are able to separate the circulation that occurs from tall shelving from the impulse-checkouts that come from displays (usually by creating displays as distinct locations in an ILS system) and then normalize this data into circs-per-square-foot over a 6-week period, a clearer picture emerges. This data will help with two different kinds of insights. First, it will tell you how efficient tall stacks circulate books (or movies, etc.) versus well-merchandised displays. Secondly, it helps show the effectiveness of a library's pathways and highlight dead zones.



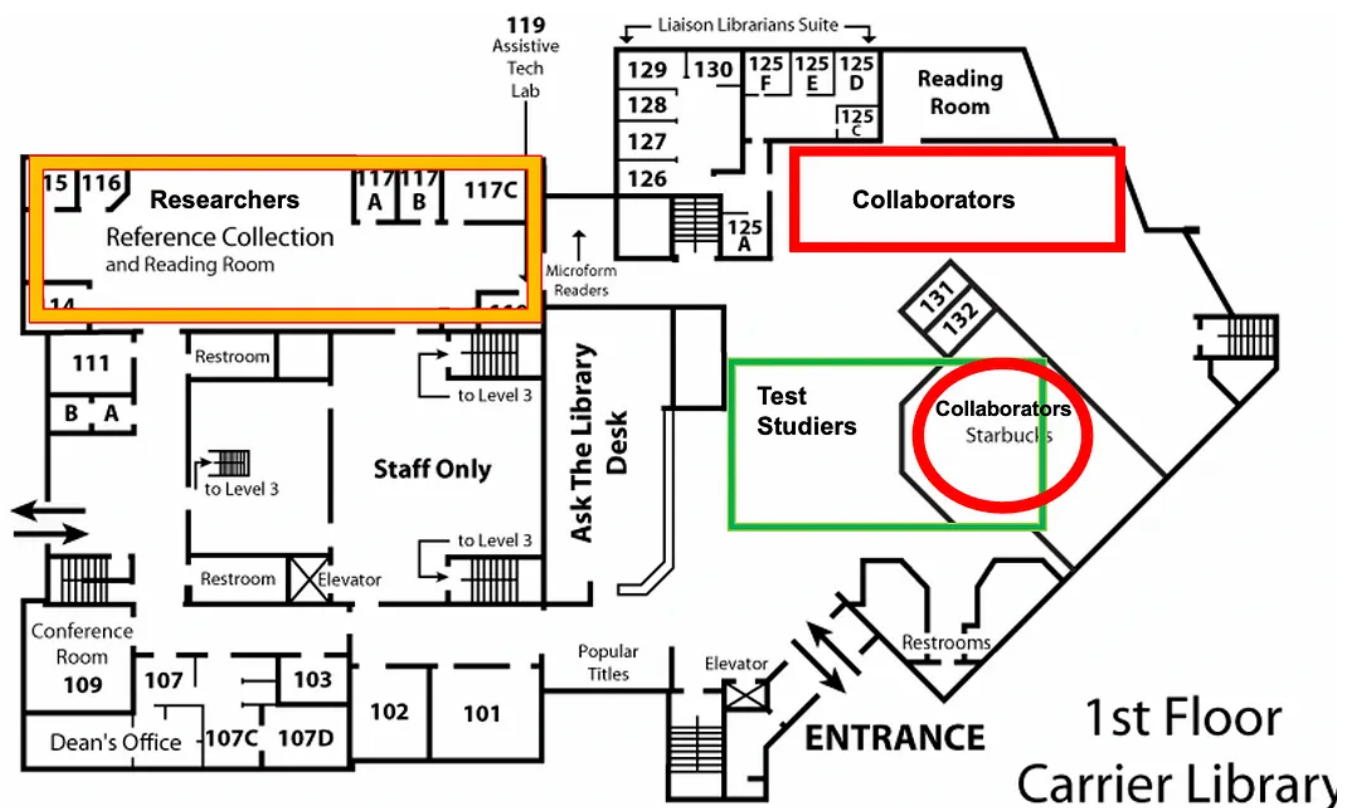
Partial Heat Map of the Decorah Public Library, Iowa

You may be surprised when you see these numbers! The data will lead you to increase the number of displays in a renovation, as increasing your circulation will allow you to store more of your collection in patrons' homes and less of it on shelves in your library. This data

will also help determine the ideal mix of display and shelf storage for collection items and for locating pathways to activate dead zones.

2. Daypart Analysis — An invaluable analytic tool from restaurants is to look at how a space performs at different times of day and different days of the week (or when school is not in session). For libraries with limited space, the idea of allowing a zone to be used for only two or three hours a day is difficult to accept. A daypart analysis can be a key tool in identifying zone conflicts such as teenagers and adults in the same zone with different activity levels in the after-school time period. These zone conflicts can then be addressed in the planning process.

Daypart – Exam Week – Morning Exams

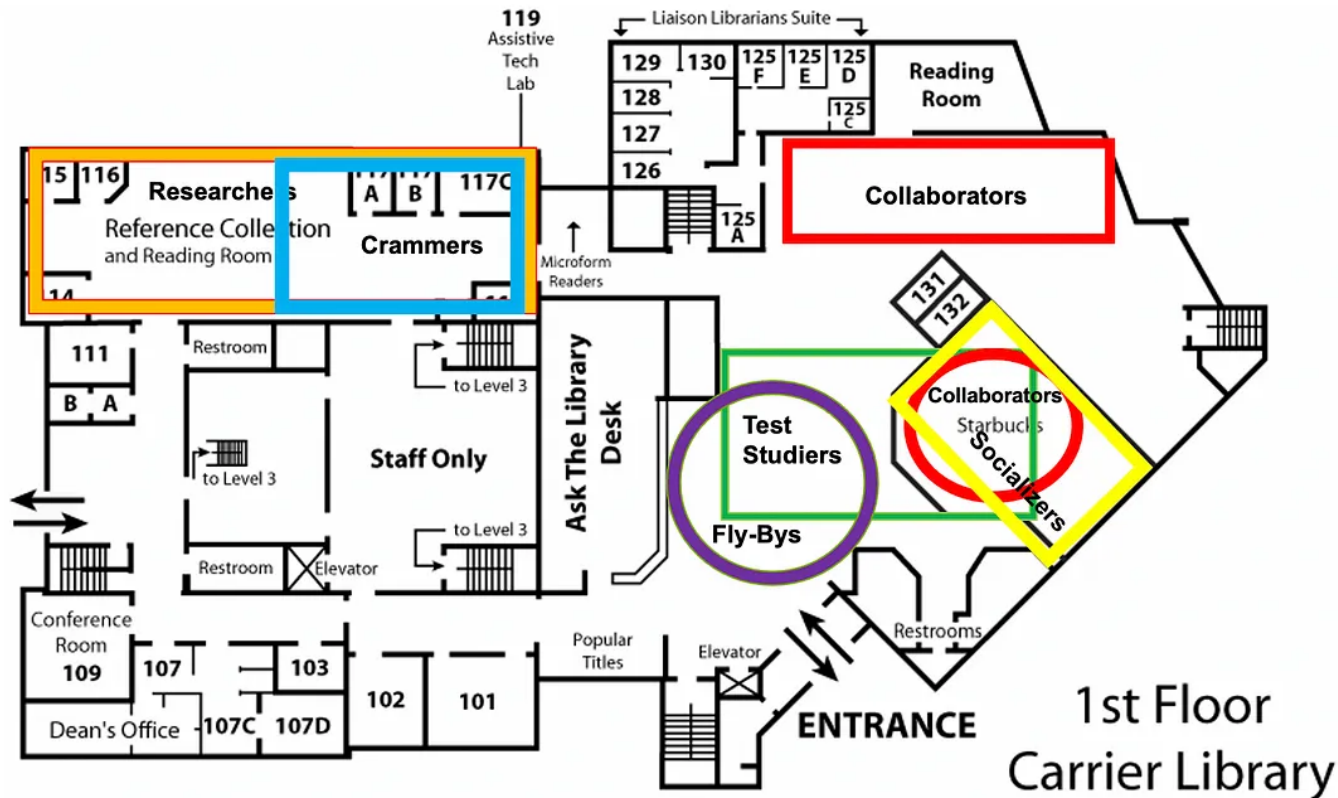


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Carrier Library: James Madison University 79

When finals are in process — there are no conflicts in this library

Daypart – Exam Week - Lunchtime



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Carrier Library: James Madison University 80

At lunch, students not preparing for an afternoon final conflict with studiers

Mistake #4 — Not staying engaged



Photo by [Noah Silliman](#) on [Unsplash](#)

One of the most exciting moments in a renovation project occurs the first time the design team unveils 3-D images of a new space. It's easy to imagine that this could be the end of the library staff's intensive engagement, because sharing a vision with design professionals means that everything will work out according to that vision.

This is not true. Each team member — including librarians — must be custodians for safekeeping the part of the plan in which they have unique expertise. As a plan becomes more detailed, the overall vision can be compromised in hundreds of mundane ways if all the team members are not paying attention. In construction in particular, there are always surprises. Sometimes the library staff will be the only ones to see where a change requested by another team member will create real problems for the professionals working in the building down the line. Here are four tips for staying engaged:

1) **Remember that a Floorplan is Not a Building** — When a library director sees a problem and imagines a solution, it may turn out to create other problems. When a space planner creates a zone plan for the library, they may not account for mechanical issues with the building. When an interior designer creates a floorplan, it may create a sightline issue

for library staff. When an architect drafts construction documents, small changes in furniture placement may compromise the zone plan. And when the building is constructed, something in the walls, floors or inattention to the plan can introduce other problems. Don't assume the vision is complete until the project is done.

2) Include Advocates for the Staff and for Patrons — Both groups are an important part of the early process, but a thousand decisions down the line can compromise sightlines and working conditions for staff or usability for patrons. Make sure you include the director or a library staffer as well as a separate expert in patron needs on your design team through the end of the project.

3) Learn how to say NO — The library is the final voice on all construction decisions. Builders and other members of the design team may be willing to accept some shortcuts to save time or money, or may have ideas that simply won't work for your space or community. The library director needs to learn when to say "NO", to whom they can effectively say it, and how to ensure that a "NO" changes the path forward.

4) Demand what you paid for — If a building detail is not finished correctly, don't be afraid to press the architect, the owner's representative or the construction manager to force the contractor to get it right. It is possible to be both firm and polite and still get what you paid for.

This does not mean seeking unnecessary confrontation or demanding something you did not pay for. It is critical to lay out the ground rules for communicating with the construction team during the construction phase. There is a fine line that separates the assertive library director from an overbearing one who oversteps bounds. Respect the communication channels and expect to be respected as the final decision maker. Make decisions that make long term success and do not fall victim to the false pressure of expedience or convenience.

Mistake #5 — Ignoring the politics



Photo by [Antenna](#) on [Unsplash](#)

A successful renovation involves numerous acts of coordination and persuasion on an organizational or municipal level. This is a good working definition for politics. It's best to recognize the inherent political nature of a renovation process from the start and plan with your eyes open. Here are some tips for success:

1) **Understand your funders** — if you have all the funds for your renovation in your reserve fund at the beginning of the project — congratulations! But make sure that anyone who has to sign off on employing those funds is on board with your vision — whether that's a library board or a municipality. And remember that even if you already have your funding secured, your community will rightfully feel ownership of your library and those funds. While you can't please everyone, focus on transforming any defensiveness to ownership of the exciting changes to come.

If you are floating a bond or engaging with a municipality for funding, make sure you understand the process, who your supporters are and those who might not share your vision. For each person or group who you need to approve or support your funding request consider:

- a) What is their win structure (how does the renovation advance or hinder their interests)?
 - b) Whose feedback do they trust (i.e. who do you need to persuade to sway their vote)?
 - c) What are their taboos (are there any things you can do that will put them into ‘over my dead body’ opposition)?
- 2) **Engage the Staff** — Don’t underestimate the ability of your staff to undermine a renovation. Make sure there are some visible ‘wins’ for them. Involve them in the process so they feel ownership of the new space.
 - 3) **Don’t Ignore People Who Dislike Change** — this is an identifiable group in every renovation project. Consider designing a traditional space for them to pull them onto your side — even if it’s a single room!
 - 4) **Identify the Saboteurs** — Consider who might have a personal interest or ability in sabotaging the project and proceed as if they’re going to do exactly that. If you cannot defuse them, then make sure you isolate them by anticipating their moves and working directly with folks they might turn to for support. Where might you be vulnerable to criticism or attack? Spend some time doing a renovation-specific SWOT analysis to find weak spots and preempt potential problems.
 - 5) **Keep Selling Past the Open** — As a director, your job isn’t done when the new space opens. Even if you create a transformative space that most of the community celebrates, some people won’t like it. Instead of ignoring them, keep the conversation going. Continue to solicit feedback from staff, patrons and stakeholders as the new space becomes operational. Expect to make changes and make sure you’ve designed flexibility into your new library. A library and its community constantly change, so the process of evaluating and adjusting the space never ends.

Thanks for reading! This is not a definitive list, but we hope it will help you start thinking about the process of your renovation. If you have helpful stories, or other mistakes to add to our list, please let us know!

David Vinjamuri is Associate Professor (adj.) at New York University and runs [ThirdWay Space](#). He is author of [Library Space Planning: A PLA Guide](#) (ALA, 2019).

Contact: davidv@thirdwayspace.com

Joe Huberty is Principal Architect with Engberg Anderson Architects. He has spent over thirty years designing and building libraries and other public buildings and has a passion for creating great spaces for people. Contact: joeh@engberganderson.com

Julie Retherford is Director of the Chetco Community Public Library in Brookings, Oregon and previously worked in libraries in Ohio. She recently finished a two-year library renovation and learned a few things. Contact: Julie@chetcolibrary.org

Hi Cierra!

It's never out of the blue to contact your colleague. ☺ We worked with CSM Group out of Kalamazoo and had an overall positive experience with that firm. In particular, I appreciated working with our onsite manager Dave Dahlquist. Dave is now actually a trustee of the library but has left his position at CSM for another company, I believe in Grand Rapids. He was a steady presence and I felt like I could trust him to cut through the corporate bullshit when I needed someone to do so. You end up needing a lot of trust as the library director, making decisions about things for which you were in no way trained. You know how it is! If I were to do the project again, I would consider hiring a third party to act as advocate for the library. I don't have a name for that at the moment, but was approached by various agencies to do that.

Anyway, what an exciting potential project for you, and I would be glad to talk any time about my own experiences. Maybe you'd like to visit the facility in Plainwell some time? Just let me know if you'd ever like to do that.

Cheers,

Joe

Joe Gross

Director

Ransom District Library

www.ransomlibrary.org

From: AW Cierra Bakovka [mailto:waycb@llcoop.org]

Sent: Friday, May 19, 2023 10:44 AM

To: Joe Gross <JGross@ransomlibrary.org>

Subject: Construction Management

Hi Joe,

I hope everything is going well! Sorry to contact you out of the blue, but our board is looking at a possible expansion for our library and trustee Gary Marsh recalled talking to you some time ago regarding your own library construction experiences. He mentioned that he thought you had a construction manager you really liked and wanted to know if you recalled their name and what you liked about them? Thank you!

Cierra Bakovka, MLIS

She/Her

Director

Henika District Library

149 South Main St.
Wayland, MI 49348
269-792-2891 ext. 309
waycb@llcoop.org



CONSTRUCTION MANAGEMENT SERVICES

// HENIKA DISTRICT LIBRARY

JUNE 6, 2023



3769 3 MILE RD NW | GRAND RAPIDS, MI 49534

- OUR MISSION -

Children





June 6, 2023

ATTN: Cierra Bakovka
Henika District Library
149 South Main Street
Wayland, MI 49348

Dear Ms. Bakovka:

On behalf of the Triangle team, thank you for sharing your vision for Henika District Library's future. Your impressive research, strategic planning and determination to create a space for Wayland community members to collaborate, explore, learn and immerse themselves in good books is inspiring. It's also the reason why we hope to partner with you to make your vision a reality. After all, construction is our profession; growing and supporting communities is our passion.

The following pages highlight our team's approach to a successful project. Our firm brings over 105 years of construction experience serving communities across Michigan. We have built hundreds of projects over the past century, but the most important thing we have built is strong and lasting relationships. We are proud of our history and proud of the team that makes our success possible. We would be equally proud to be a part of the Henika District Library team and your future.

Our team looks forward to discussing the project specifics in greater detail. In the meantime, please do not hesitate to contact me at 616.453.3950 if you have questions or need additional information.

Sincerely,

A handwritten signature in black ink that reads "Brianne Pitchford". The signature is written in a cursive, flowing style.

Brianne Pitchford, LEED AP
Vice President of Project Development
Triangle Associates, Inc



**TO US, IT'S BIGGER
THAN A BUILDING**



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- 5 The Triangle Difference

We see construction as more than our job. It's our promise to build **only the best for those who live, work and learn every day.**

// SECTION 1

COMPANY BACKGROUND





// 1. Company Background

**We've been
building
since 1918.**

As individuals and as a company, we're dedicated to continuous improvement and providing services that set a whole new standard.

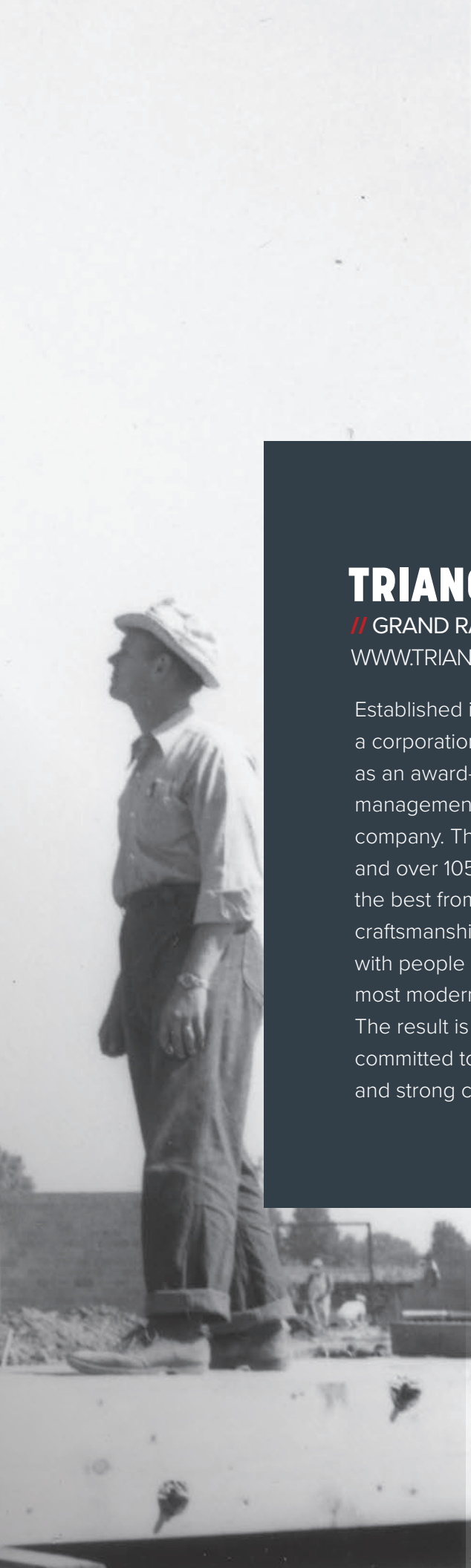


TRIANGLE ASSOCIATES

// GRAND RAPIDS, MI

WWW.TRIANGLE-INC.COM

Established in 1918, Triangle Associates, Inc. operates as a corporation in the state of Michigan. We've flourished as an award-winning and industry leading construction management, general contracting and design/build company. Through four generations of family leadership and over 105 years of experience, Triangle has taken the best from the past — a solid work ethic, pride in craftsmanship, and an honest approach to working with people — and blended those qualities with the most modern and up-to-date technology systems. The result is a company rooted in tradition and committed to building exceptional facilities, great people and strong communities.



// SECTION 2

EXPERIENCE



// 2. EXPERIENCE





// BUILDING WHAT WE KNOW

K-12 MEDIA CENTERS

- ▶ Coopersville Public Schools
- ▶ Forest Hills Public Schools
- ▶ Fremont Public Schools
- ▶ Grand Rapids Public Schools
- ▶ Hudsonville Public Schools
- ▶ Jenison Public Schools
- ▶ Kentwood Public Schools
- ▶ Northwest Community Schools
- ▶ Oakridge Public Schools
- ▶ Portage Public Schools
- ▶ Schoolcraft Community Schools
- ▶ Wayland Union Schools
- ▶ West Catholic High School
- ▶ Whitehall Public Schools



// 2. EXPERIENCE

// COOPERSVILLE DISTRICT LIBRARY



Residents in the library district approved a bond proposal for the expansion and renovation of the Coopersville District Library. The project included an addition to the north side of the building for new meeting and library space. More entrances were also added, along with barrier-free parking. The porch on the east side of the building was enclosed to create office and work rooms.

It was the first time in more than 20 years that the library was expanded. It serves the nearly 12,000 residents of Coopersville, Chester, Polkton and Wright townships.

// AMY VAN ANDEL LIBRARY AND COMMUNITY CENTER



The idea for the Amy Van Andel Library originated from Ada Township’s “Envision Ada” project. Envision Ada was a master plan to fully redevelop the Village’s downtown area. During that process, it was noted the town needed a central “hub” for community life. The new library was designed to fulfill that need.

The two-story, 27,000-sq-ft building was designed to meet the needs of the future through updated layout, aesthetics and technology. Along with many components of a traditional library, the new facility includes space for tutoring, outdoor gatherings, conferences, podcast production and more. Detailed finishes adorn the space throughout.

Triangle Constructors performed all rough and finished carpentry. Unique wood finishes throughout the building required attention to craftsmanship, time and detail. Finishes included walnut woodbase, large 8-foot doors and wood accents on the buildings’ main architectural feature, an open staircase. Triangle Constructors was also responsible for installation of built-in benches, rough framing, interior blocking, millwork and case work throughout the building.

The project was recognized locally and nationally by the Associated Builders and Contractors Excellence in Construction Awards.

// 2. EXPERIENCE

// EAST GRAND RAPIDS LIBRARY AND COMMUNITY CENTER



This project involved a nearly complete reconstruction of the existing city hall and library facilities. Two existing buildings and an old water reservoir were combined into one large facility.

The East Grand Rapids Public Safety Building, adjacent to the project site, remained open throughout construction and our project team successfully coordinated with the authorities to ensure their operations weren't interrupted by construction activities.

The Triangle team saved East Grand Rapids approximately \$500,000 through post-bid value enhancement options.





// LOUIT DISTRICT LIBRARY

The Loutit District Library expansion was developed with considerable input from members of the surrounding communities. The 21,500-sq-ft addition and 26,000-sq-ft renovation project improved all areas of the existing library, as well as its accessibility. A new 16,000-sq-ft covered parking garage was constructed and connected to the building, shielding drop-off boxes for books and media.

Major renovations to the existing 40-year-old building provide energy efficiency while offering an inviting library atmosphere utilizing modern space configurations. Computer areas for youth promote creative learning experiences and encourage parents and children to read together. An expanded teen area offers a flexible arrangement of seating to foster group projects, as well as separate study rooms for up to eight people.

Fireside reading accommodations and a variety of seating options create an inviting environment for all visitors. A climate-controlled Local History and Genealogy area holds Grand Haven's most fragile, historical books, photographs and films. A dedicated program room accommodates community presentations, and a scenic reading deck overlooks Grand Haven's Central Park.



// SECTION 3

PRECONSTRUCTION APPROACH



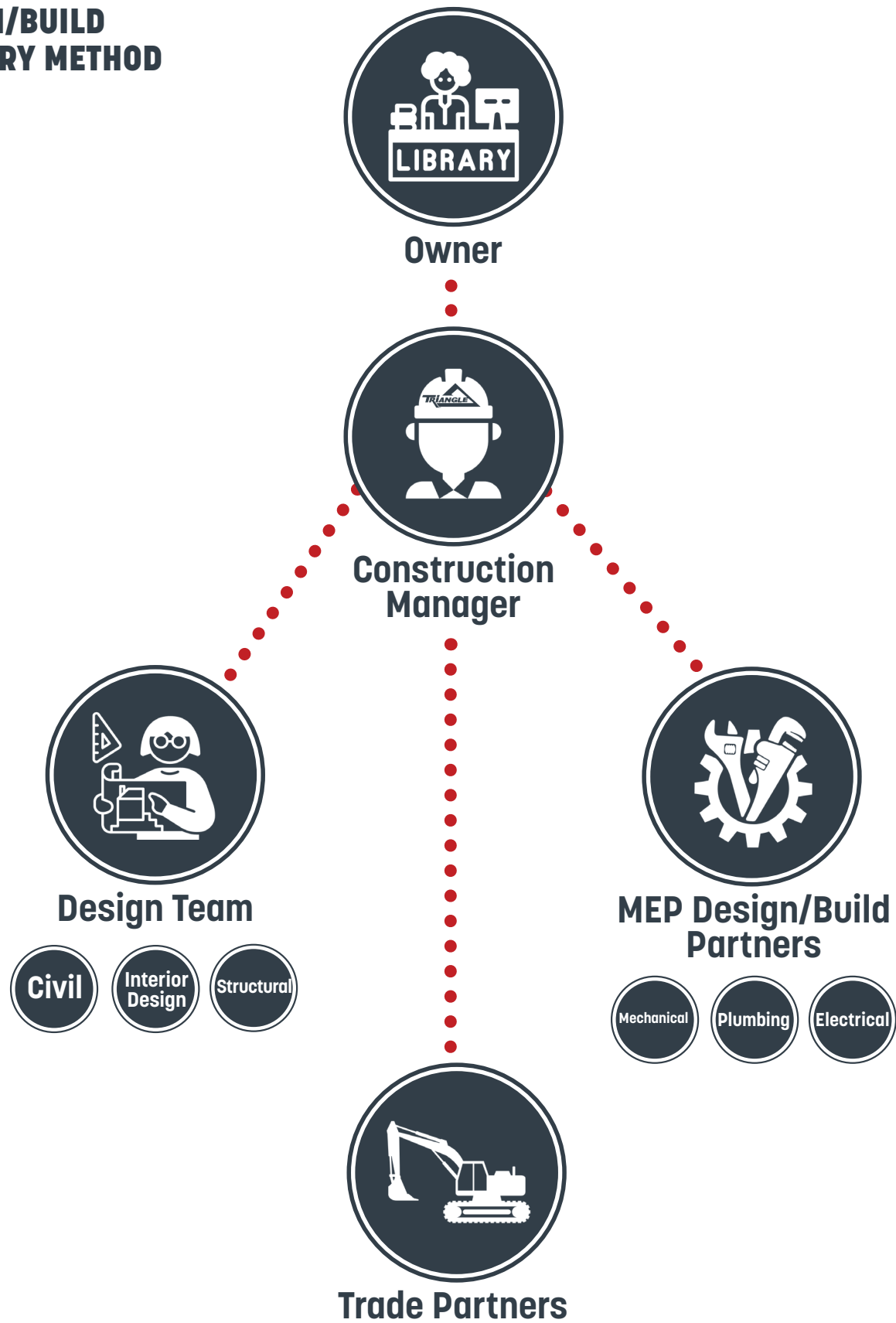
ONE TEAM.
ONE VISION.



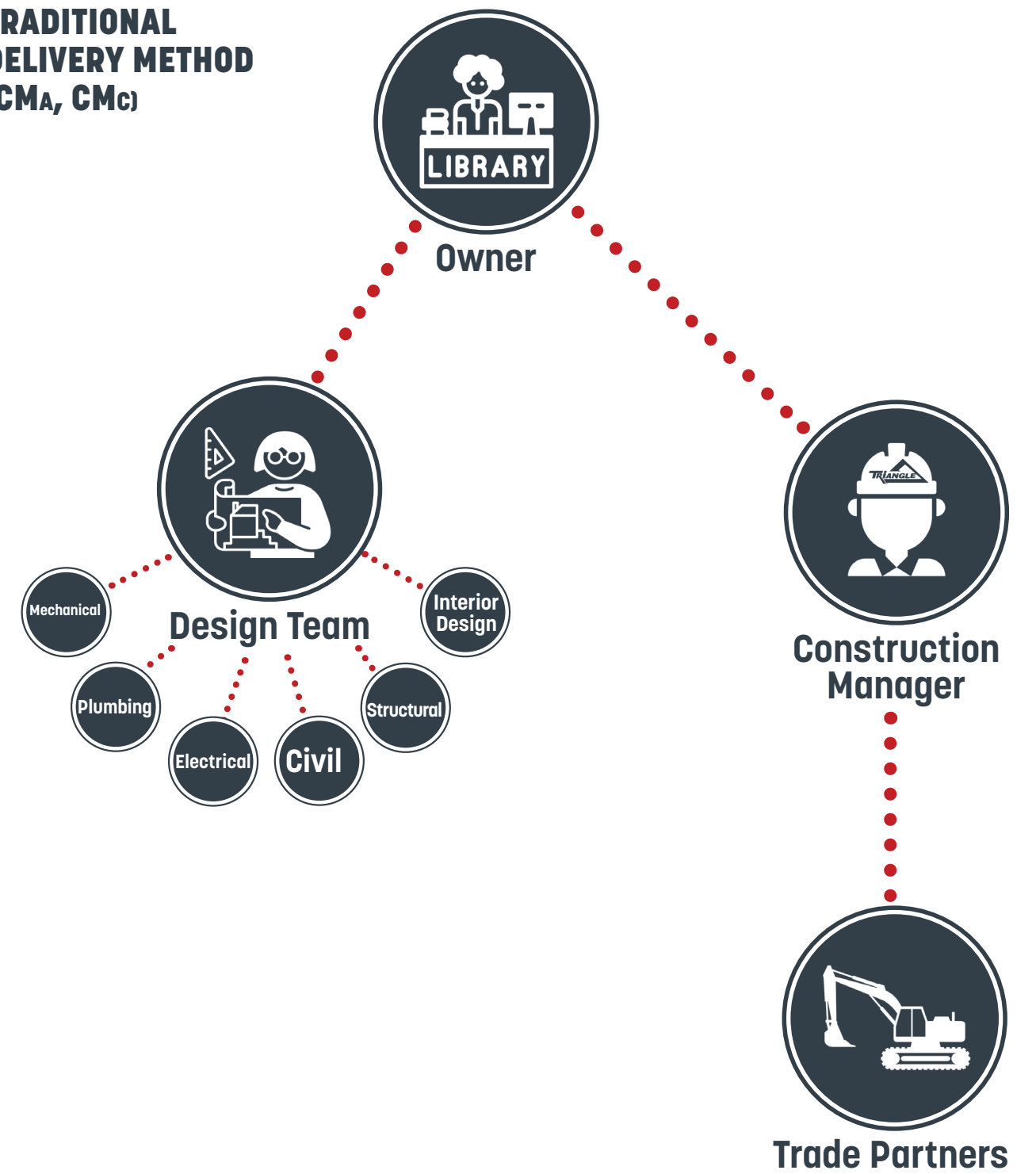
// 3. PRECONSTRUCTION APPROACH



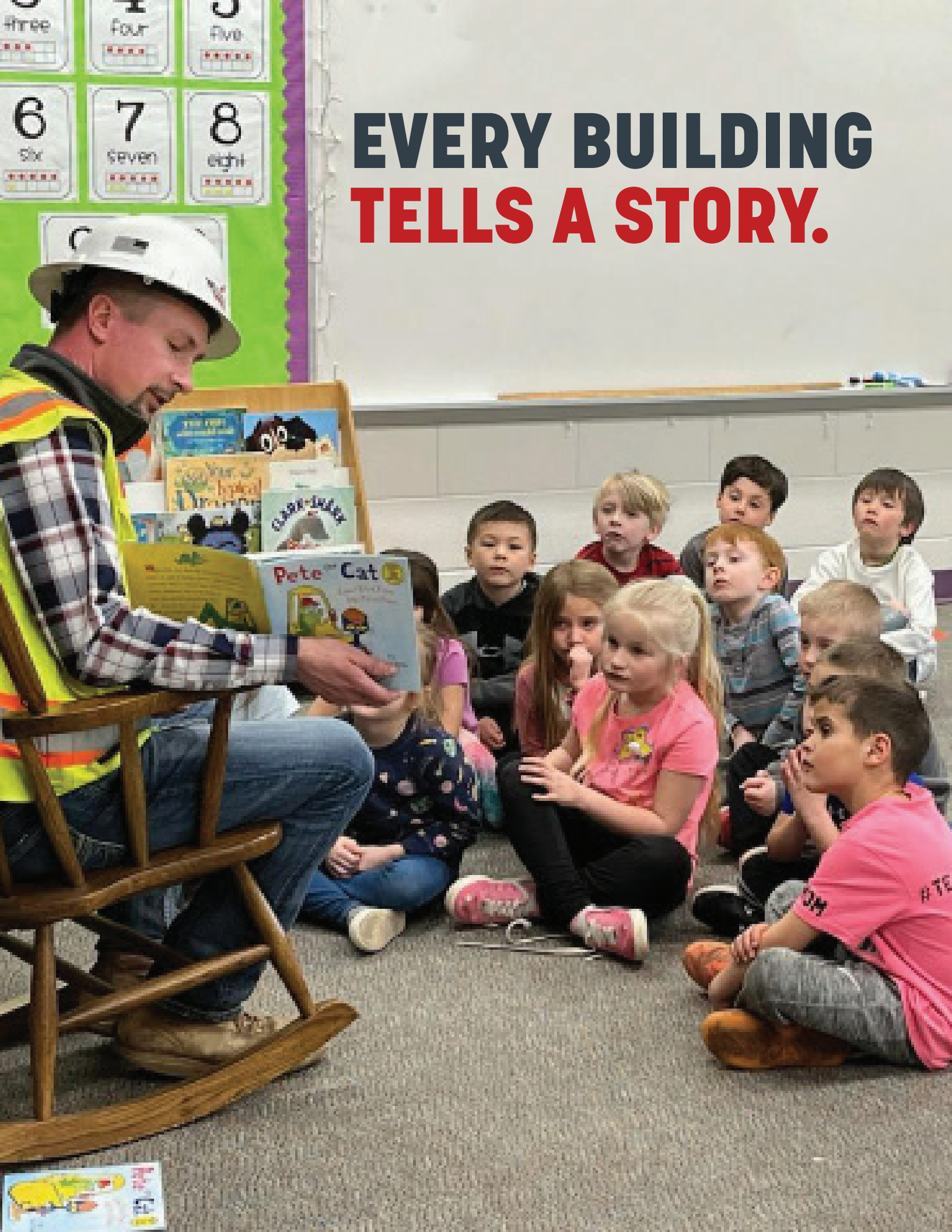
**DESIGN/BUILD
DELIVERY METHOD**



**TRADITIONAL
DELIVERY METHOD
(CMA, CMc)**



EVERY BUILDING TELLS A STORY.





// DESIGN-BUILD ADVANTAGE

As a single-point of contact, we take on the entire responsibility for your project's design and construction success. From estimation to bidding, architecture to engineering, we manage every aspect and consolidate everything into one single contract. Using this method, we streamline the process, manage the total design and construction risk, and ensure costs and schedules are followed as planned.

Successful design-build projects offer an owner many benefits that add value to a project. These advantages include:

IMPROVED PROJECT QUALITY

Using the design-build delivery, the architect and builder are part of the team, leaving you free to focus on the project's scope and general decision making. This leads to a higher quality project that better suits an owner's needs.

The design-build team works together to produce a complete set of construction documents. Constructability can be reviewed throughout the design process by all members of the design-build team. This leads to effective value engineering ideas created by the architect, contractor and engineer working together to maximize design and functionality while maintaining budgetary and schedule concerns.

EXPEDITED DELIVERY

With a design-build project, design and construction for a project can easily overlap, allowing for fast track construction. The owner benefits from this shortened timeframe, because construction costs can be reduced and the building will be available for use sooner.

REALIZED COST SAVINGS

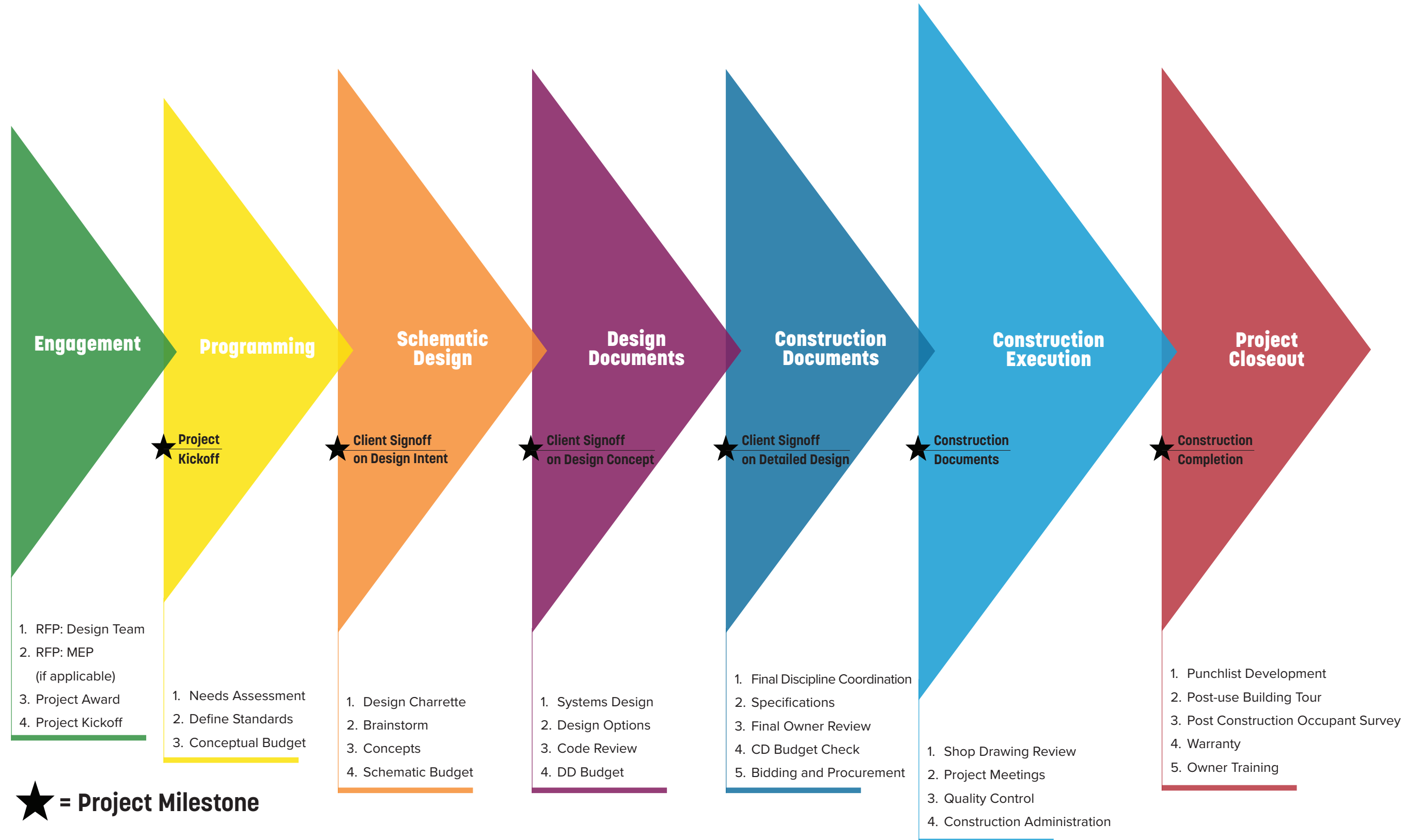
Value engineering and constructability review are enhanced and utilized continuously throughout the project duration. The early involvement of the design-build team is essential in maximizing the full potential of the design-build delivery system. Decisions that can be made during the programming, concept, and design phases will impact the schedule and costs of the project more than any other phase of construction.

IMPROVED RISK MANAGEMENT

Because the design-build team has the responsibility for developing drawings and specifications, as well as constructing a fully-functioning facility, change orders for errors and omissions are virtually eliminated. Each stakeholder on the design-build team is responsible for the risks they are best positioned to manage. The overall project performance is enhanced through the partnering that is unique to the design-build delivery method. This alleviates the potential for the adversarial conflicts realized when each entity is looking after its own best interests.

// THE ROAD TO SUCCESS

PRE-CONSTRUCTION ROADMAP



// SECTION 4

CM SERVICES PROPOSAL



// 4. CM SERVICES PROPOSAL

Ms. Cierra Bakovka
Director of Henika District Library
149 South Main Street
Wayland, MI 49348

Dear Cierra,

Triangle Associates has a long-standing relationship with Wayland Union Schools, and we are extremely excited to see that relationship expand with the construction of a public new library to support a community we already care so deeply for. We understand growth and expansion are challenging and exciting times for any organization. We greatly appreciate the trust you have placed in our team and the opportunity to present our proposed Preconstruction and Construction Management services.

Our proposal for Preconstruction and Construction Management services for your new library is as detailed below.

PHASE 0 – Design Partner Solicitation

- At your direction, our team will develop a Request for Proposal (RFP) for all required design services. We can approach the RFP process in one of two ways.
 - Option 1 – Triangle solicits a design partner on your behalf. The library would then hold and execute a contract directly with the selected AE firm, as well as Triangle. The selected AE would carry all subsequent contracts for required design disciplines. (i.e. – geotechnical, civil, structural, etc.)
 - Option 2 – The library would enter into a Design-Build Agreement with Triangle Associates. Under this contract agreement, Triangle would be your single point of contact. We would hold the contracts with all design professionals and assume the entire responsibility for your project's design and construction success.

PHASE 1 – Programming | Conceptual Design Services

- Preconstruction Phase Services are services provided during the design process, prior to bidding out any specific project. These services include coordinating with your team and the design team regarding all planning efforts, including cost estimating, scheduling, early procurement (long lead) strategies, cost reduction and value enhancement strategies.
- The objective of the Conceptual phase is to fully vet and understand the library's program needs and goals. During this phase, we solidify the cost implications of those needs. Triangle will participate in design meetings, conduct site investigations, perform constructability reviews and prepare a conceptual estimate of the cost at the completion of this Phase.
- We propose Preconstruction Services for Phase 1 to be billed on a time and material basis, with a not to exceed cost of \$10,000.00. (Cost is not inclusive of design services.)
- Upon your acceptance of the Conceptual Budget, we will then move into Phase 2.

PHASE 2 – Schematic Design | Design Development | Construction Documents

- Triangle will continue to provide preconstruction services as defined above through the Schematic (2A), Design Development (2B) and Construction Documents (2C) phases.



- We would perform a formal estimate at the conclusion of each Phase 2A – Schematic and Phase 2B – Design Development.
- We propose Preconstruction Services for Phase 2 to also be billed on a time and material basis, with a not to exceed cost of \$20,000.00. (Cost is not inclusive of design services.)
- Upon a successful delivery of a construction design and budget (Phase 2), we would proceed to Phase 3.

PHASE 3 – Construction Phase Services

- Construction services shall include all necessary bidding and procurement efforts. This shall include bid package and work scope development, bid procurement, post bid interviews and bid award recommendations. Triangle will prepare all work scope packages for all trade categories to be solicited and competitively bid.
- During construction, we will provide full-time, on-site management during any work efforts, including mobilization, construction, closeout and warranty follow-up. Our proposed staffing plan will also include a dedicated Project Manager, Project Administrator and Cost Accountant stationed in Triangle’s home office.
- Personnel rates will be provided prior to contract negotiation, necessary hours and final schedule will be determined at the conclusion of Phase 2. These costs will be finalized and memorialized within the contract.

CM FEES

Overhead and Profit	2% Cost of work
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PROPOSED AUTHORIZATION AMOUNT

Phase 0 – Design Services Solicitation	Included in Phase 1
Phase 1 – Conceptual:	\$10,000 Not-to-Exceed
Phase 2 – SD, DD & CD:	\$20,000 Not-to-Exceed
Phase 3 – Construction Services:	\$TBD

PAYMENT TERMS

During Phase 1 and Phase 2, compensation will be billed at the completion of the Phase. Phase 3 will be billed in monthly progress payments for portions of services completed and reimbursable expenses incurred. Payments are due 30 days from the invoice date.

We sincerely appreciate this opportunity to provide CM services to Henika District Library. We look forward to a successful partnership with you. If you have any questions about this proposal or require additional information, please do not hesitate to contact me.

Sincerely,

TRIANGLE ASSOCIATES, INC.

Brianne K. Pitchford
 Vice President of Project Development

// SECTION 5

THE TRIANGLE DIFFERENCE



// 5. THE TRIANGLE DIFFERENCE



// TO US, IT'S NOT JUST A JOB

A building is more than steel, concrete and windows. To us, it's a symbol of pride and connection to the communities that have shaped us over the last century. We want our excitement to be emulated throughout the communities surrounding our work and are constantly looking for ways to connect our projects to those they aim to serve. To support this cause, we will look to safely engage with community members of all ages interested in the construction process through scheduled site tours, hands-on activities and marketing updates.



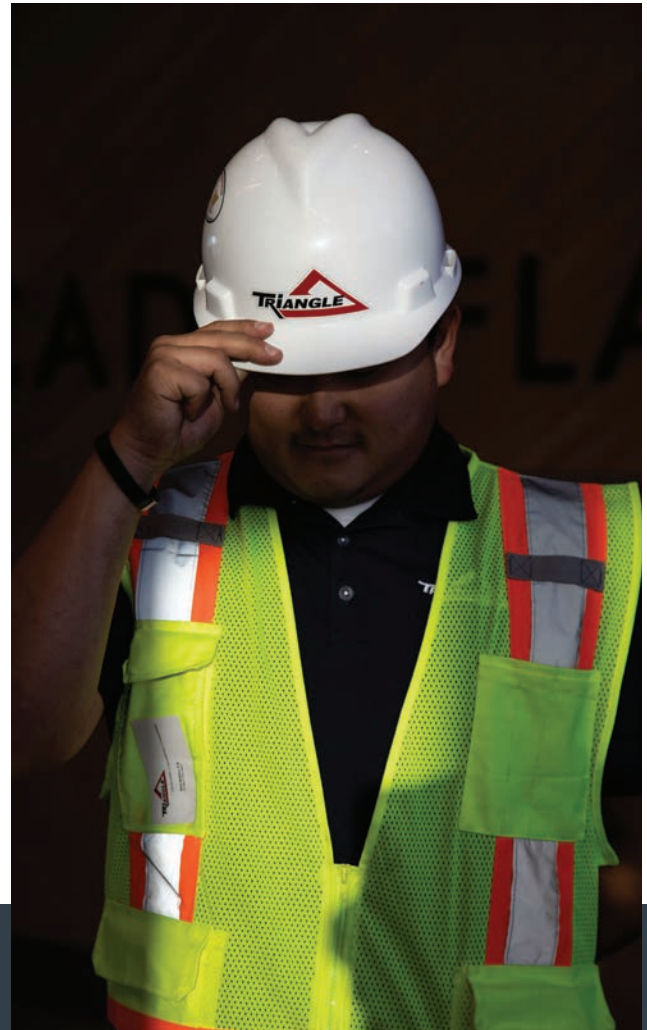
// SELF-PERFORMING CAPABILITIES

We are proud to say that in addition to providing superior service on Triangle projects, our team of trade professionals also partner with other construction managers and clients throughout Michigan. Our team is comprised of craftspeople skilled in selective demolition, finish carpentry, rough carpentry and general trades. Self-performance allows us to control trade specific costs, improve labor productivity and provide our clients with a certainty of outcome.



// FUNDRAISING SUPPORT

Triangle has a full-time, dedicated PR and marketing team on staff to assist our non-profit and public school clients in fundraising efforts and bond campaigns. The team has in-depth campaign experience to assist you with strategy and implementation of your fundraising efforts. Triangle also aims to support funding through soliciting “gifts-in-kind” from the project team, including bidding subcontractors, to maximize the value of the final project or to be used to commemorate the building as you see fit.



// LEADING WITH PURPOSE

Triangle has taken the best from the past – a solid work ethic, pride in craftsmanship and an honest approach to working with people – and blended those qualities with the most modern technology systems. The result is a company rooted in tradition and committed to building exceptional facilities, great people and strong communities.

The values that lead us.



Safety



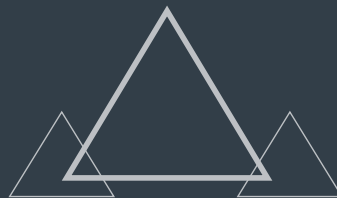
Trust



Accountability



Professionalism



Teamwork