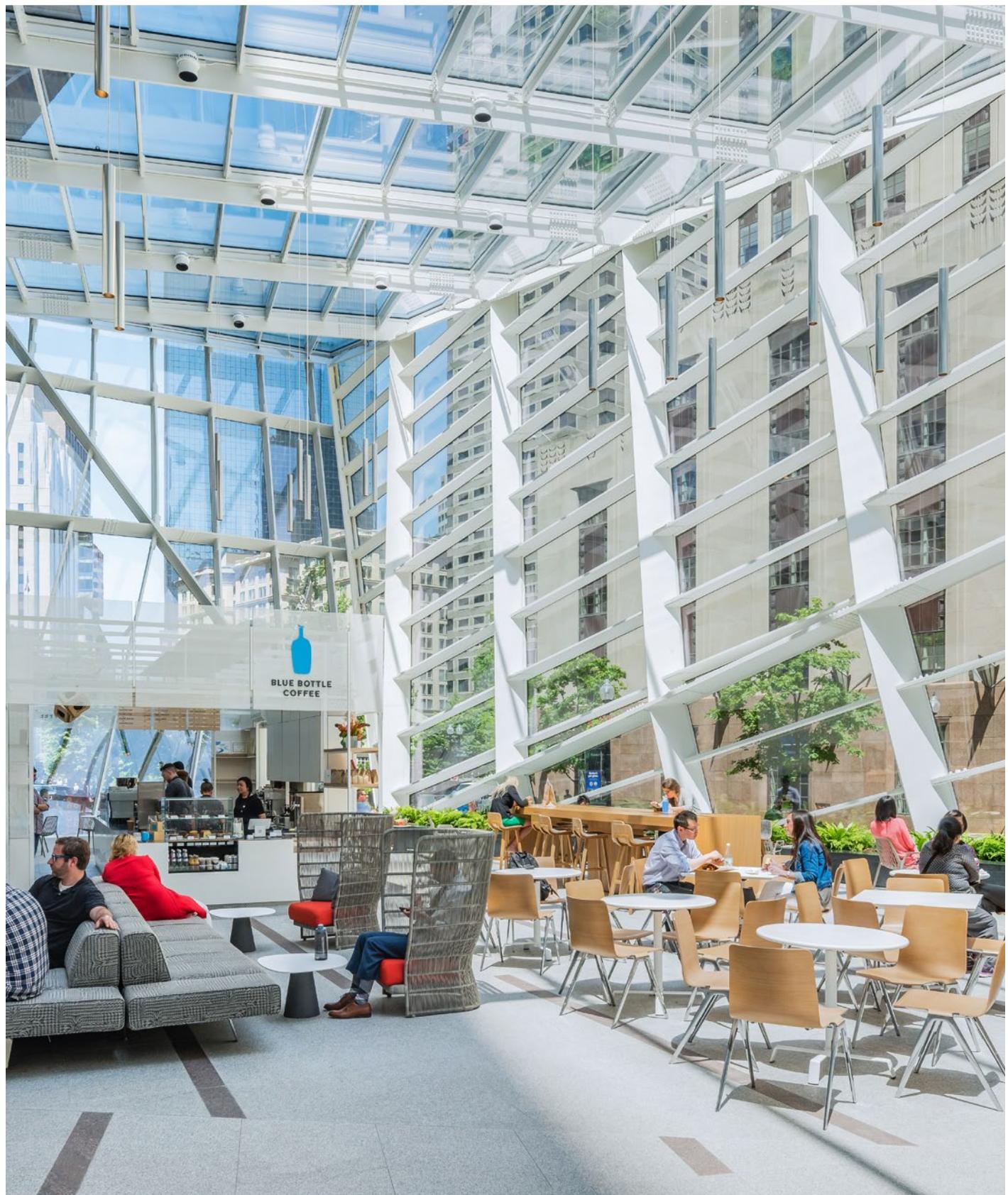


Perkins&Will



Ameriprise CSC

The Beacon of Workplace Innovation
in Downtown Minneapolis.



01. Cover Letter



Dear John and Chris,

We are thrilled by the opportunity to again partner with the Ameriprise Team. We would be honored to be stewards of your Brand and the Client Services Center (CSC) building while looking toward the future, creating a high-performance and sustainable workplace for your community of employees. Your five pillars, Values-Driven Firm, Responsible Investor, Governance, Environmental Steward, Community Impact will influence our design process as shown in our concepts provided in this proposal. We believe Perkins&Will and Ameriprise is the right partnership for this once-in-a-lifetime opportunity to reshape your workplace with your values and reimagine the Ameriprise Client Service Center as a **Beacon of Workplace Innovation in downtown Minneapolis** focused on three drivers: **Real Estate Investment, Future of Workplace and Brand & Community.**



Real Estate Investment. Your Perkins&Will team consists of a LEED accredited, committed, service-oriented group of designers who are **experts in using design and sustainably practices to maximize real estate investment today and into the future.** We are committed to working with you to achieve LEED ID+C certification as a reflection of the commitment to the environment and long term investment in your asset. Perkins&Will has completed over 75% of the LEED Platinum Certified SF in Minnesota. Doug Pierce was the principal author for the RELi program through the USBGC and lead the work on the only RELi certified project in the country. Our DNA IS sustainability and Doug and our entire team will advocate for your project's environmental stewardship from day one. Also, we realize that Ameriprise is continually working on the building operations at CSC to update and elevate their infrastructure. Working collaboratively and successfully with our partners at MCE **we commit to sustainable and cost-effective building operations and showcase this commitment throughout the facility with interactive "living building" activities that educate, empower and excite.**



Future of Workplace. **If Sustainably was the past, Resilience the present, we see Vitality as the future of the workplace.** Due to the largest disruption in the modern workforce that all of us have seen, there is significant risk in not innovating, not re-imaging what work and spaces for work need to be. That is why Perkins&Will, and specifically the team lead by Jennifer, Eric, and Anne are the ideal partners to create a more meaningful and future focused space for Ameriprise employees to thrive and grow. By using our expertise in high performance post pandemic workplaces and seamlessly incorporating sustainability, resilience, regeneration, inclusion, and well-being into your project, **we can help create an innovative office setting that reflects the Vitality we envision for future work and life.**

Today employers need to answer the difficult question of “why do employees come to the office?”. Our partnership with Ameriprise will help answer this question through curiosity and engagement. As a result, **we will implement the workplace of 2023 and beyond – one that focuses on the whole person at work through new spaces that are a reflection of vitality - wellness, connection, diversity, creativity, engagement and purpose.**

Brand & Community. Great people are key to a strong business culture. We understand that and will work together to create a space that intentionally reflects the **Brand & Community of Ameriprise in order to recruit and retain the innovators and leaders of the future.** We believe that consistency of work is a critical component to any large organization, standards create ease of operations, not to mention familiarity and comfort for employees. We understand this and **will continue to be stewards of the Ameriprise Brand, while simultaneously thinking outside of the box.** Our experience working with organizational design standards and our team's understanding of the Ameriprise Brand and standards through our recent work on the Agile space, will create a platform for creative consistency. Lastly, we are passionate about the incredible potential that your building's location at the southwest corner of the central district at an entry point to Minneapolis offers as a landmark for the future of workplace in Minneapolis. **Our design process will recognize your building to be a modern gateway to Minneapolis through its holistic reimaging and the resulting pride in place.**

We are delighted about the opportunity to collaborate with Ameriprise in a long term partnership, one that we hope would continue to grow and build upon itself over time as we work successfully together, committed to the same values.

We are excited by the possibility to be curious and create this **Beacon of Workplace Innovation** with you.

Thank you for your consideration, and please do not hesitate contact us with any questions.

Jennifer Christiaansen
Managing Principal
Jennifer.Christiaansen@
perkinswill.com
612.851.5011

Eric West
Senior Project Manager,
Main Contact
Eric.West@perkinswill.com
612.851.5026

Anne Smith
Senior Project Designer
Anne.Smith@perkinswill.com
612.851.5116

03. Contact Information

02. Table of Contents

02.	Table of Contents — 6
03.	Contact Information — 7

04.	Requirements — 8
05.	Financial Proposal — 36

6. ATTACHMENT B: VENDOR CONTACT(S) SHEET AND AUTHORITY STATEMENT

Company Name	Perkins&Will
RFP Contact Person(s):	
Primary	Name: Jennifer Christiaansen
	Title: Managing Principal
	Address: 80 South Eighth Street, Suite 300
	Minneapolis, Minnesota 55402
	Phone: 612.851.5011
	Fax: NA
	E-mail: Jennifer.Christiaansen@perkinswill.com
Secondary	Name: Eric West
	Title: Senior Project Manager
	Address: 80 South Eighth Street, Suite 300
	Minneapolis, Minnesota 55402
	Phone: 612.851.5026
	Fax: NA
	E-mail: Eric.West@perkinswill.com

The individual submitting the response to the RFP represents and certifies as part of the Response that he/she is the person in the individual's organization who is authorized to act on behalf of the Vendor and is responsible for this Response. All terms and conditions included in the RFP have been read and understood and will be accepted in full.


 Authorized Signature
 Jennifer Christiaansen, Managing Principal
 Name & Title
 December 8, 2021
 Date

04. Requirements

A.

Review the SOW to confirm ability to perform to requirements.

We have reviewed the Architectural Design for CSC RFP "CSC Design SOW 01 21 2022" document and agree with the operational, functional, and support requirements contained in this document. We have provided clarifications below.

1. TIMEFRAME OF PROJECT: Agree to scope outlined

2. LOGISTICAL INFORMATION: Understood

3. SERVICES TO BE PERFORMED AT: Understood

4. SERVICES TO BE RECEIVED AT: Understood

5. DETAILED DESCRIPTION OF SERVICES: Please see the approach on pages to follow in this section.

6. PHASED DELIVERABLES: Agree to this scope

8. SERVICE DELIVERABLES: Agree to these deliverables

9. WRITTEN STATUS REPORTS: Note that weekly Construction Administration meeting minutes are typically provided by Construction Manager. Perkins&Will would attend and provide notes to CM to supplement.

10. OTHER TERMS AND CONDITIONS: Agree to this scope

12. INVOICING: Agree

13. NOT TO EXCEED PRICE: Understood. See Section 05.

14. SOW TOTAL VALUE: Understood. See Section 05.

15. GLOSSARY AND DEFINITIONS: Understood

Our Approach

This project represents an opportunity for Ameriprise to maximize their real estate investment today and into the future – an opportunity to create a new model for the Ameriprise workplace that reflects the Ameriprise Brand and the community that defines Ameriprise and the communities it serves.

The first question that every member of the organization needs to answer is **Why?**

The second question that the delivery team needs to answer is **How?**

These seem like simple questions, but only at surface level. Our approach to any project aims to assure that everyone involved understands the key principles that define success for the project. We work with key stakeholders to refine the project purpose and identify key drivers, developing **consensus** early in the project. This consensus generates a solid footing for decisions needed to align budgets and expectations. **We call this the Project DNA.**

At Perkins&Will we have developed a methodology to generate that project DNA and a process that tests, engages, and refines design responses to the project DNA in an iterative process called **Living Design**.

We will define more specifics about the exact steps and effort needed for this project within the Living Design framework. We will also address our approach to staffing and sustainability, but before this approach section gets into the weeds on details, meetings, and agendas we thought it would be appropriate to touch on why these investments are important. Our cover letter defined the critical issue of employee engagement, recruitment, retention, and the value of a healthy, vital workplace. The real heart of the matter (**the WHY?**) is that these investments will have an incredible **Return on Investment**.

04. Requirements

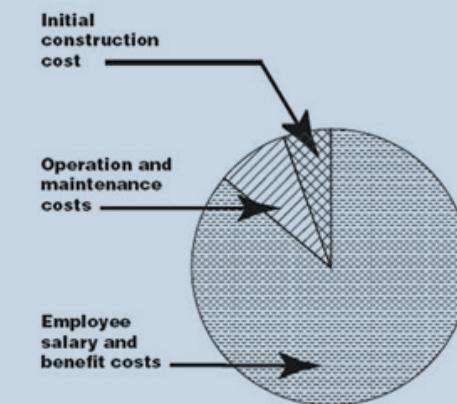
VISION

VALUE

SUSTAINABLE

The investment in any building (construction, operations, and maintenance) pales in comparison to the investment in the salaries, training, and benefits of the people inside the building. The diagram below is from a Government Services Administration (GSA) study trying to understand the baseline for pay back terms relative to **employee effectiveness**.

This study found that an investment that investment a 1% increase in productivity can nearly offset a company's entire annual energy cost. This could be achieved through better daylighting, healthier air, reduced sick time.



A few years ago, it was difficult to use this logic to inspire change. COVID 19 and access to talent have changed this paradigm entirely. Almost every organization is seeing immediate return on investment for investments in the built environment when they use employee engagement as a measurement of return.

Effectiveness or productivity is difficult to quantify. One of our larger corporate clients looked at the payback in multiple ways. That client sought and achieved LEED platinum for a new 355,000 square foot corporate headquarters. When considering whole systems design, they **realized the following savings:**

Process	\$470,000 first cost savings
<ul style="list-style-type: none"> Through testing different mechanical systems early in design. Project was able to optimize cost, annual energy savings, and operability so that best system was selected 	

Incentives	\$200,000 one-time rebate to the Owner
<ul style="list-style-type: none"> The project utilized Xcel's Energy Design Assistance program 	

Conservation	\$150,000 annual savings
<ul style="list-style-type: none"> Design of a hard-working, uncomplicated high efficiency HVAC, lighting and plumbing system 	

Productivity	\$1.6 million annual savings
<ul style="list-style-type: none"> Calculated from research, estimated annual productivity improvements for employees from access to views and daylight, increased ventilation & fresh air, and the use of healthier low to no-VOC materials. 	

How? Clear direction on scope, schedule, and budget.

The RFP defines a broad, but inspirational scope for the entire CSC building. The schedule for phased work has been outlined in a year-by-year basis to align with anticipated investments, needs, and availability. The budget has been defined as appropriate for this type of work. The specifics of the scope, schedule, and budget are to be determined through a rigorous and an iterative process of benchmarking, testing, and evaluation of options.

We have broken the schedule for the 2022 work into 5 steps as noted on the schedule on the next page and further articulated in the text following the schedule.

04. Requirements

04. Requirements

2022 Schedule

04. Requirements**A. cont'd****Step 1. Project DNA (Full CSC project)**

In our schedule we have highlighted an initial **Project DNA workshop**. We would ask that all decision makers on Ameriprise's team be available for the Project DNA workshop (in person or remotely). Perkins&Will will lead an interactive 2-hour session aimed at understanding business drivers, sustainability goals, cultural aspirations, long term goals and other potential project drivers for the entire CSC building renovation. As change and uncertainty are inevitable in this fast-moving and unpredictable world, our design approach will create a **flexible and forward-thinking kit of parts** to apply to a variety of Ameriprise workspaces throughout the CSC. This approach is not only cost effective both in terms of design and facilities operations, but it also allows for streamlining of the LEED ID+C certification process. See the sustainability section of this approach for additional detail in this regard.

Step 2. Program and Schedule Validation (2022 Projects Only)

Following the project DNA workshop, the Perkins&Will team will lead a programming workshop where we discuss **current top of class, innovative workspaces**. We will use our large collection of projects around the world to benchmark Ameriprise amongst the competition for talent. We will review obvious market drivers like amenities, but also have a more in-depth conversation about subtle drivers that impact employee engagement and effectiveness like **neurodiversity**. We will use these benchmarks and this discussion to develop a solid quantitative and qualitative program for the basis of design of each phase.

With a solid understanding of program, we will also want to have an interactive discussion about schedule. We will identify key milestones for review to align with Ameriprise's needs and construction realities to affirm a week-by-week schedule of activities.

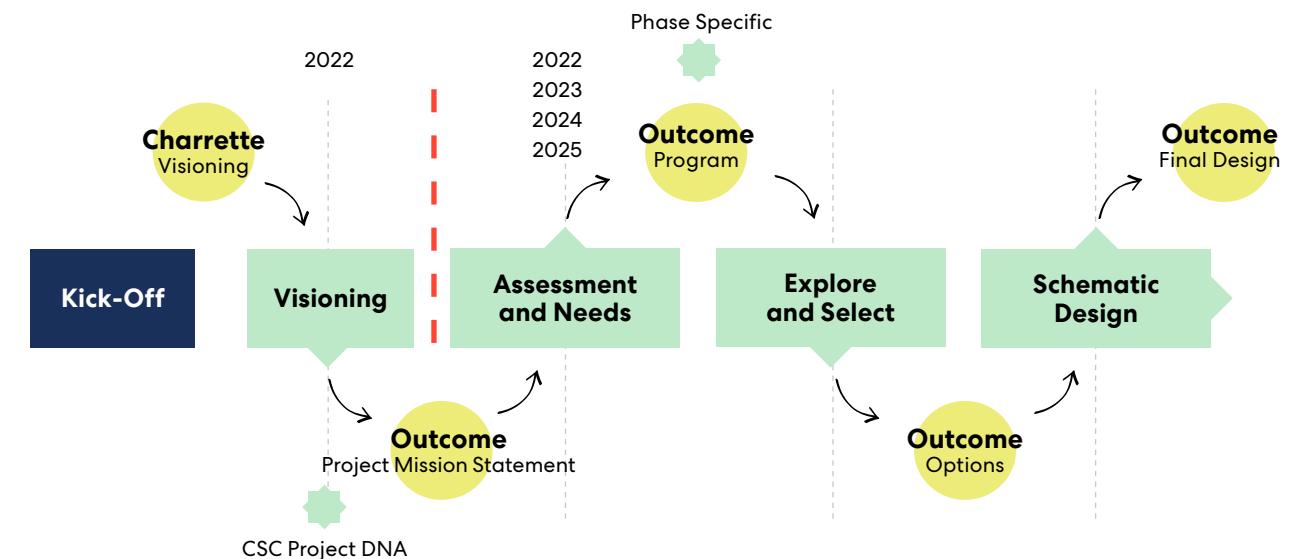
Step 3. Preliminary Design (Scope Validation)

We have assembled a specific team that has worked together multiple times. **Our experience working together as a team** will allow us to develop high quality preliminary documents that can be used to develop a solid baseline budget. We will compare the budget developed with other similar projects to determine where dollars may need to be added or further controlled to achieve a viable budget. Once established our team will track decisions relative to that budget to allow for continuous updates.

Step 4. Early Pricing Package (Budget Validation)

This is where the **Perkins&Will and MCE team can provide added value to the Ameriprise team**. We have years of experience of working together to develop quality design development packages that will allow Ameriprise to make informed decisions.

Perkins&Will is also committed to providing a deep bench of support for each phase of this project. As the larger design decision are developed our detail team will become more engaged. Brining consistency to our team will bring consistency to the work product developed for Ameriprise.

04. Requirements**Programming and Conceptual Design****Step 5. Risk Avoidance (Procurement)**

The procurement methodology impacts all aspects of project delivery. Hard bidding often delivers the lowest first cost but creates an adversarial relationship. In the current market access to quality work in a timely fashion is difficult. Lead times are constantly shifting. **To decrease risk, save money and possibly reduce the overall schedule** we suggest that Ameriprise engage a highly qualified General Contractor to lead the procurement effort and establish a Guaranteed Maximum Price (GMP) at the conclusion of design development based on the DD drawings and specifications. This will allow Ameriprise to get competitive bids based on informed drawings but allow the General Contractor more time to identify long lead items and work with the design team to finalize construction related details in the CD phase. The General Contractors in our area are very good and would identify certain items and alternatives that could lower risk and cost based on continuously shifting material and labor costs. At the completion of the CD phase the GC could go back out to their trade partners and verify bids for any remaining items and assure project delivery date and costs.

Summary of meetings per phase and deliverables.

Align with SOW dated 01 22 2022.

LEED Certification

Perkins&Will has done over 70% of the LEED Platinum square footage in Minnesota - much of that working with MCE.

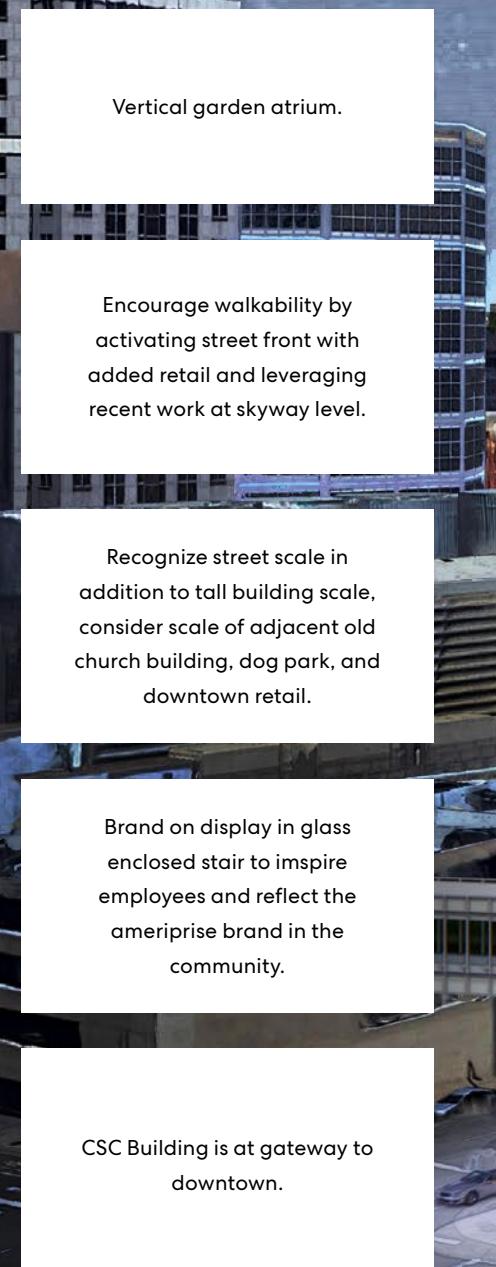
There are multiple ways to certify the CSC building. We would recommend one of two options for further discussion.

Option 1 - **PROTOTYPE APPROACH**, would front load the effort, but be more cost effective and make future phases more streamlined.

Option 2 - **INDIVIDUAL PROJECT APPROACH**, would certify each phase of the project as completed.

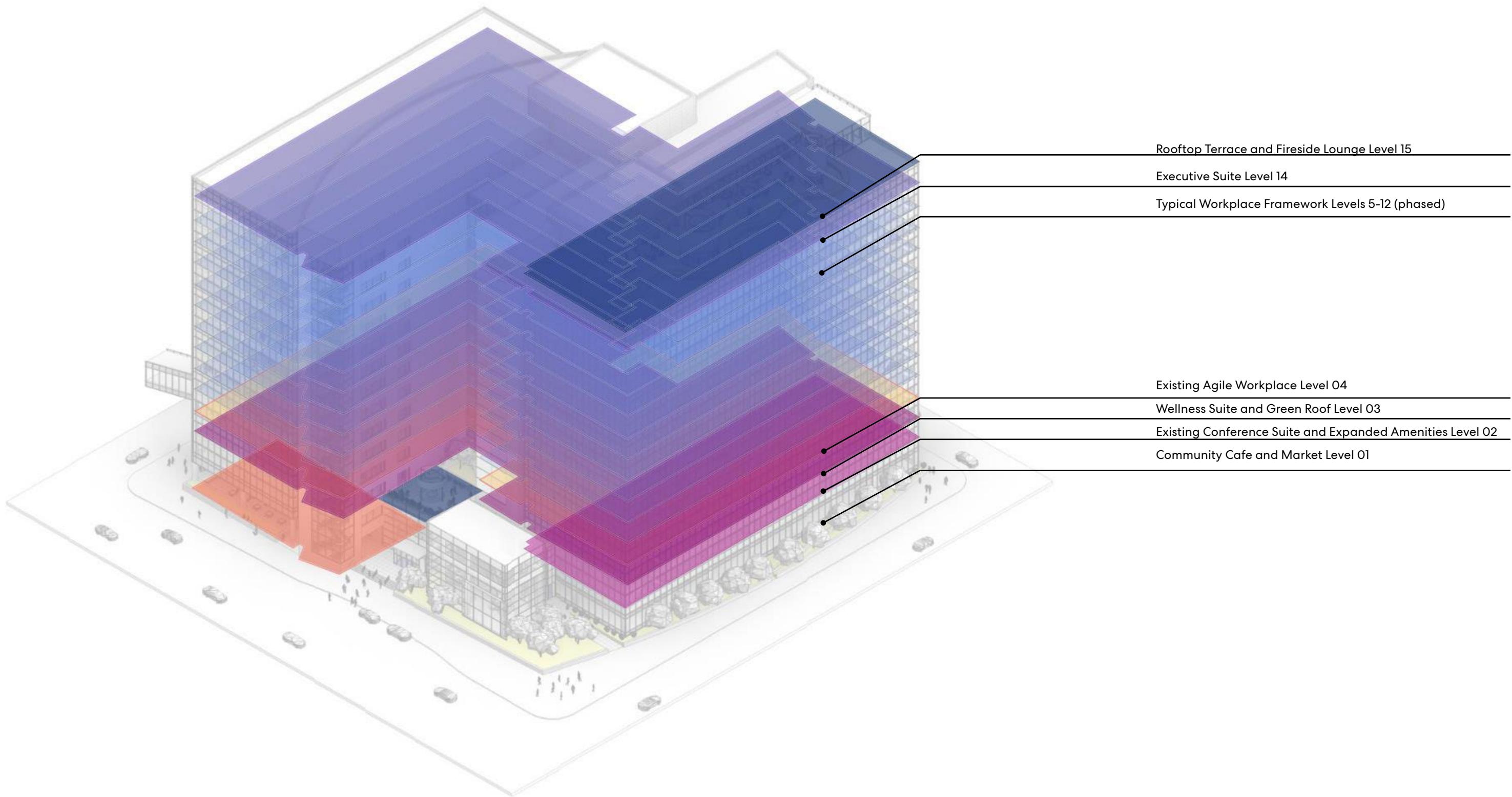
We would appreciate the cost and benefits of each option in greater detail in the near future if desired.

Site and Building Opportunities



Overall Organization

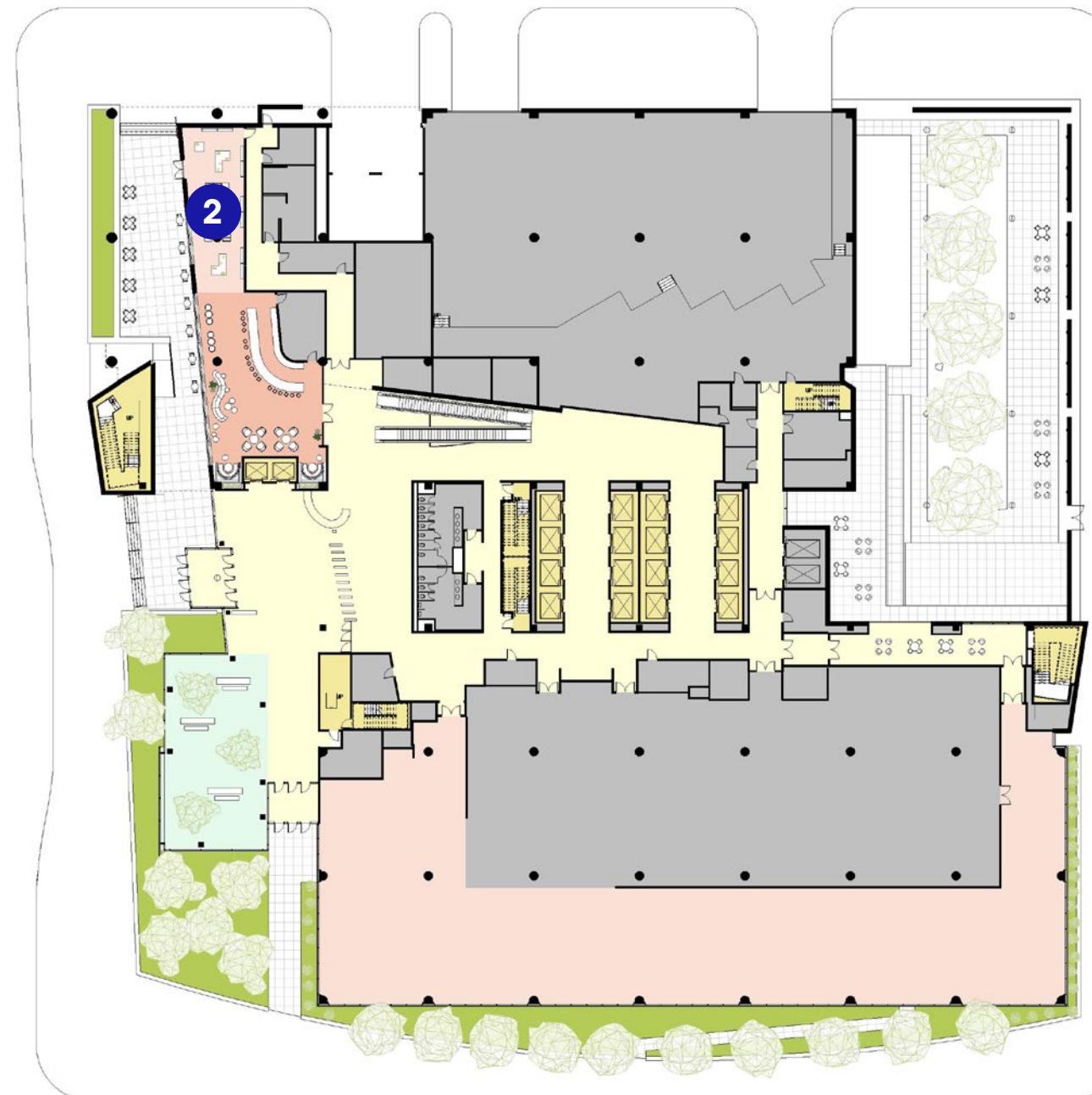
04. Requirements



04. Requirements**B.**

Provide recommended design and use of 4-6k sf of space on first floor of CSC as an amenity space.

Community Connection

**04. Requirements**

Community Hub/Cafe

The Level 01 community hub creates a third workplace and supports social cohesion providing a bright, healthy and engaging environment for building users and the general public to meet. A variety of furniture settings supports multiple uses, body types neurodiverse needs.



Local Goods / Pop Up Market

A flexible retail space provides an opportunity for rotating pop-ups featuring local goods, activating the street frontage and taking best advantage of a dynamic city location

04. Requirements

B. cont'd

Gallery and Market Expansion**04. Requirements****Community Hub/Cafe**

The Level 01 community hub creates a third workplace and supports social cohesion providing a bright, healthy and engaging environment for building users and the general public to meet. A variety of furniture settings supports multiple uses, body types neurodiverse needs.

**Local Goods / Pop Up Market**

A flexible retail space provides an opportunity for rotating popups featuring local goods, activating the street frontage and taking best advantage of a dynamic city location.

**Library**

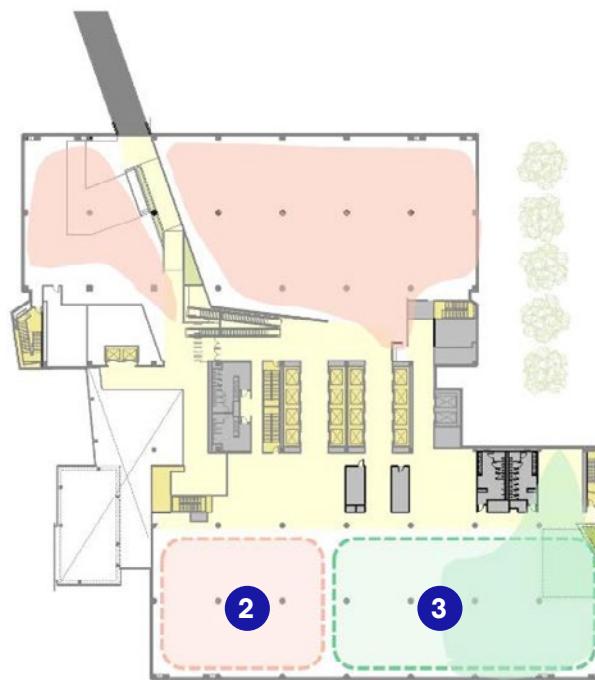
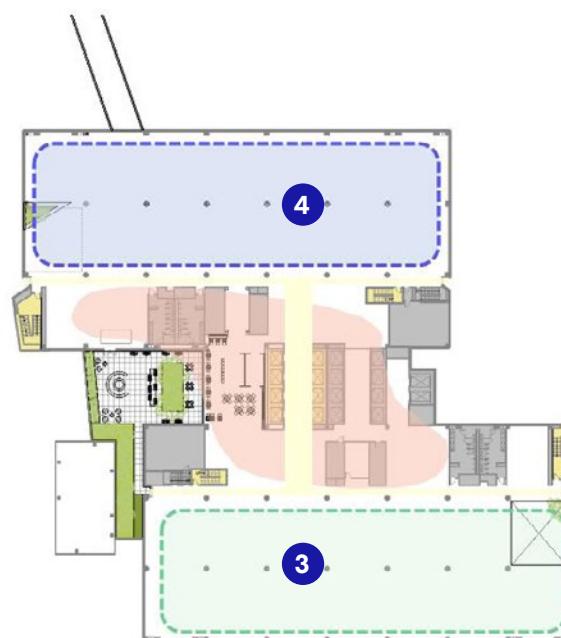
A sheltered library space provides a counterpoint to busier public spaces providing an opportunity for focus and respite outside the main office floors.

**Art Gallery**

A dedicated gallery space showcases local talent and provides a sense of destination and added activity adjacent to the retail and cafe

04. Requirements

Renovation of Amenity Areas

Option A: Expanded Amenities and Wellness Center**Level 02****Level 03****04. Requirements****1 Existing Conference Center/Skyway Amenities****2 Amenity Space**

Additional amenity space to enhance the existing conference and community spaces such as a game lounge, additional formal and informal meeting spaces, and/or music room

**Wellness Suite**

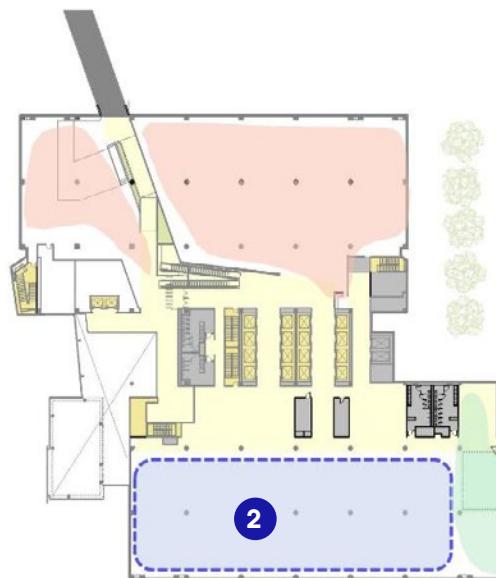
Create a stacked connection for a new wellness suite that combines functional aspects of the clinic and fitness center. tailor programming to focus on the social and emotional aspects of physical fitness to include group training, yoga, Peloton studio, juice bar.

Activate the corridor edge with views into group activity spaces such as indoor pickleball courts

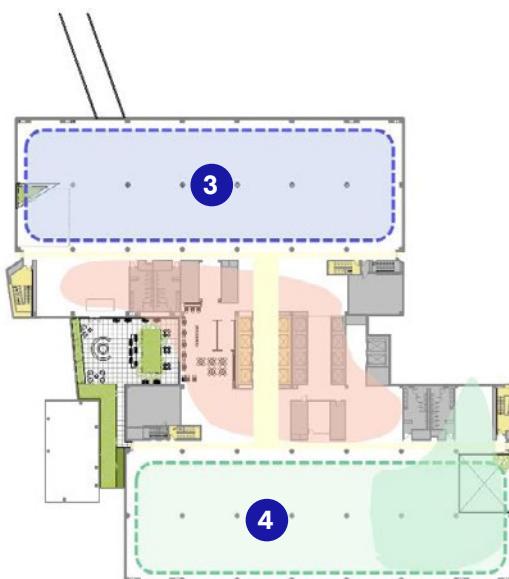
**Typical Workplace Framework**

04. Requirements

Renovation of Amenity Areas

Option B: Coworking Zone

Level 02



Level 03

04. Requirements**1 Existing Conference Center/Skyway Amenities****2 Typical Workplace Framework**

Creates an open co-working environment for convenient access to conference center

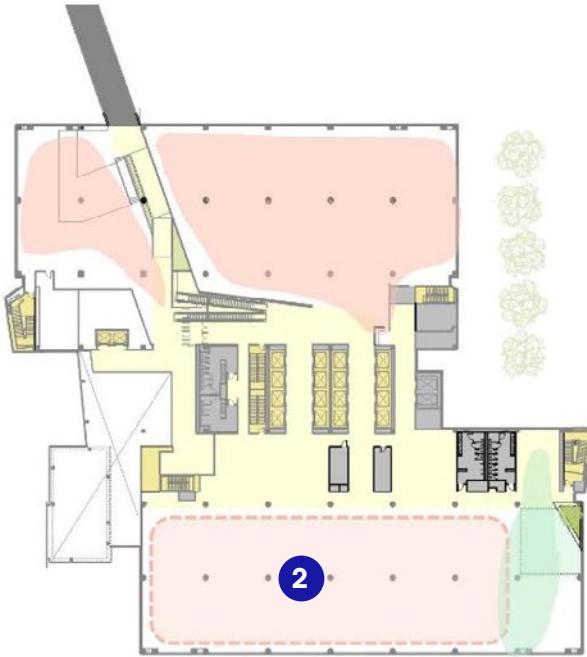
**Typical Workplace Framework****Wellness Suite**

Minimal footprint for fitness and wellness consolidated into a wellness suite located near new exterior access at level 03

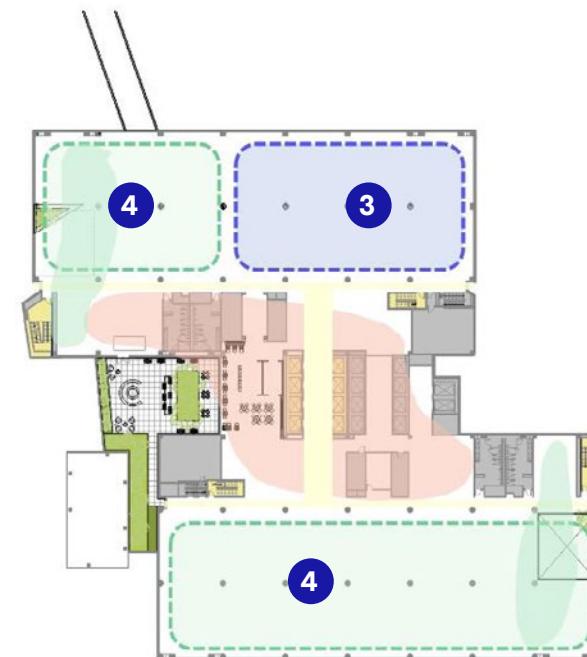
04. Requirements

Renovation of Amenity Areas

Option C: Amenity & Wellness Destinations



Level 02



Level 03

04. Requirements

1 Existing Conference Center/Skyway Amenities

2 Existing Amenities

Leverage existing amenities on level 02 to create a destination amenity floor. Expand offerings to create a draw into the office to include game lounge, music room, bowling alley, etc. Activate edge along central circulation space to create a community connection for everyone who visits the floor



Typical Workplace Framework

Creates an open co-working environment



Wellness Suite

New wellness suite that combines functional aspects of the clinic and fitness center to be centrally located on level 03 flanking access to exterior rooftop.

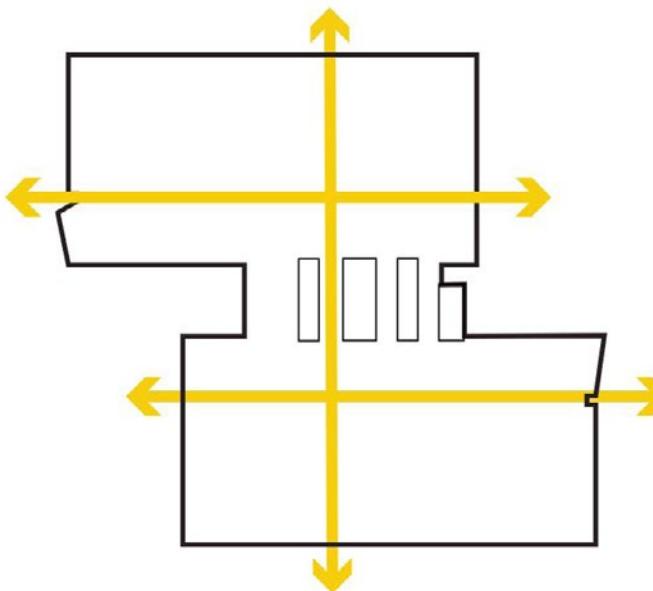
Tailor programming to focus on the social and emotional aspects of physical fitness to include group training, flexible outdoor space, yoga, peloton studio, juice bar.

Activate the corridor edge with views into group activity spaces such as indoor pickleball courts

Planning Approach for Typical Work Floor

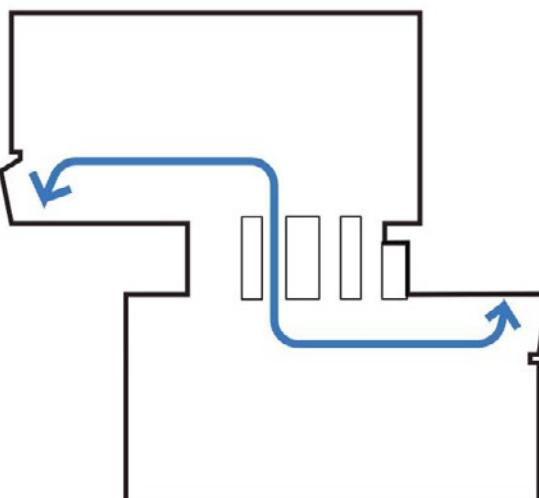
C.

Provide recommendation of $\frac{1}{2}$ floor design of Standard Office space which will be a programed mix of everyday groups like Finance and Human Resources.



Views

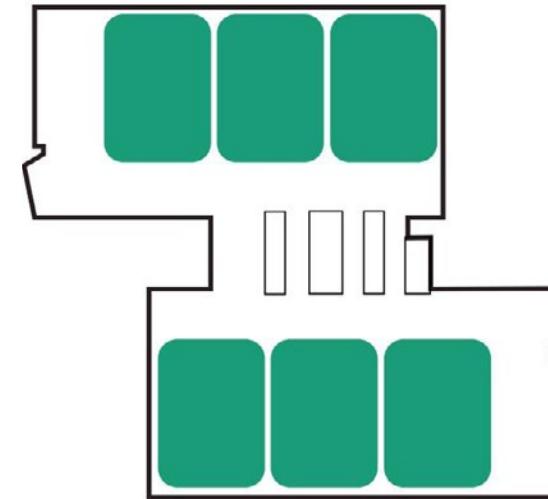
Leverage opportunity to connect visually to exterior from core and along main circulation paths to give a sense of arrival, orient individuals within the space and maximize connection to daylight.



Movement

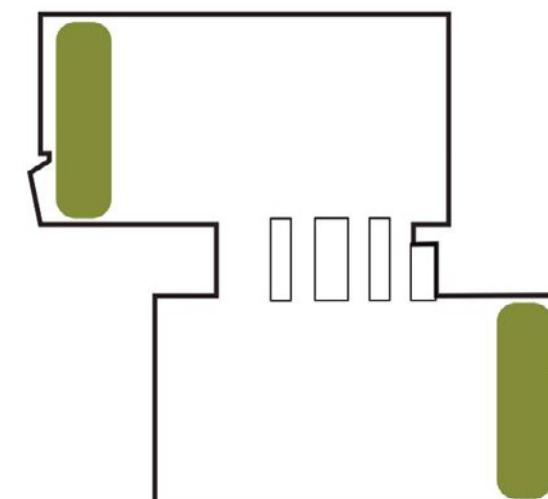
Primary circulation path connects communicating stairs to elevator core, maintaining a route through major program spaces without encroaching on individual work zones.

04. Requirements



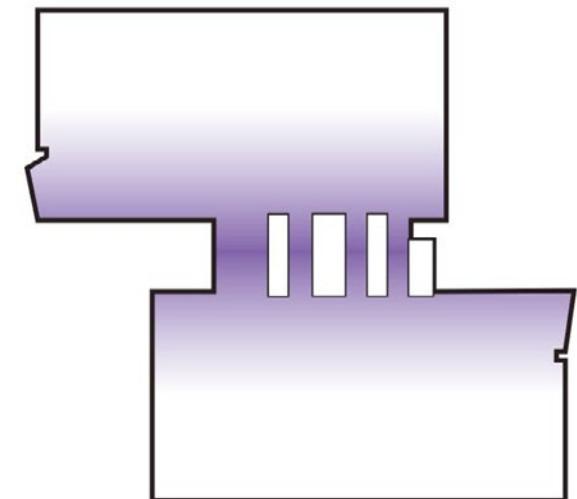
Neighborhoods

Working with the existing building structure, each north and south bar is subdivided into 3 neighborhood units to evenly distribute resources, break down the floor plate into a human scale and create a flexible and repeatable framework that can apply throughout the Ameriprise portfolio.



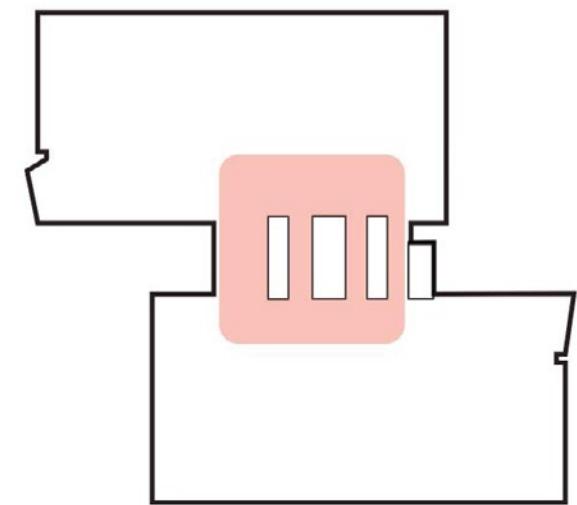
Wellness Destinations

Each north and south bar are anchored by spaces for focus, health, and rejuvenation surrounding two story plant filled atriums and adjacent to communicating stair to encourage movement and support mental health, neurodiversity, well being and inclusionary practices.



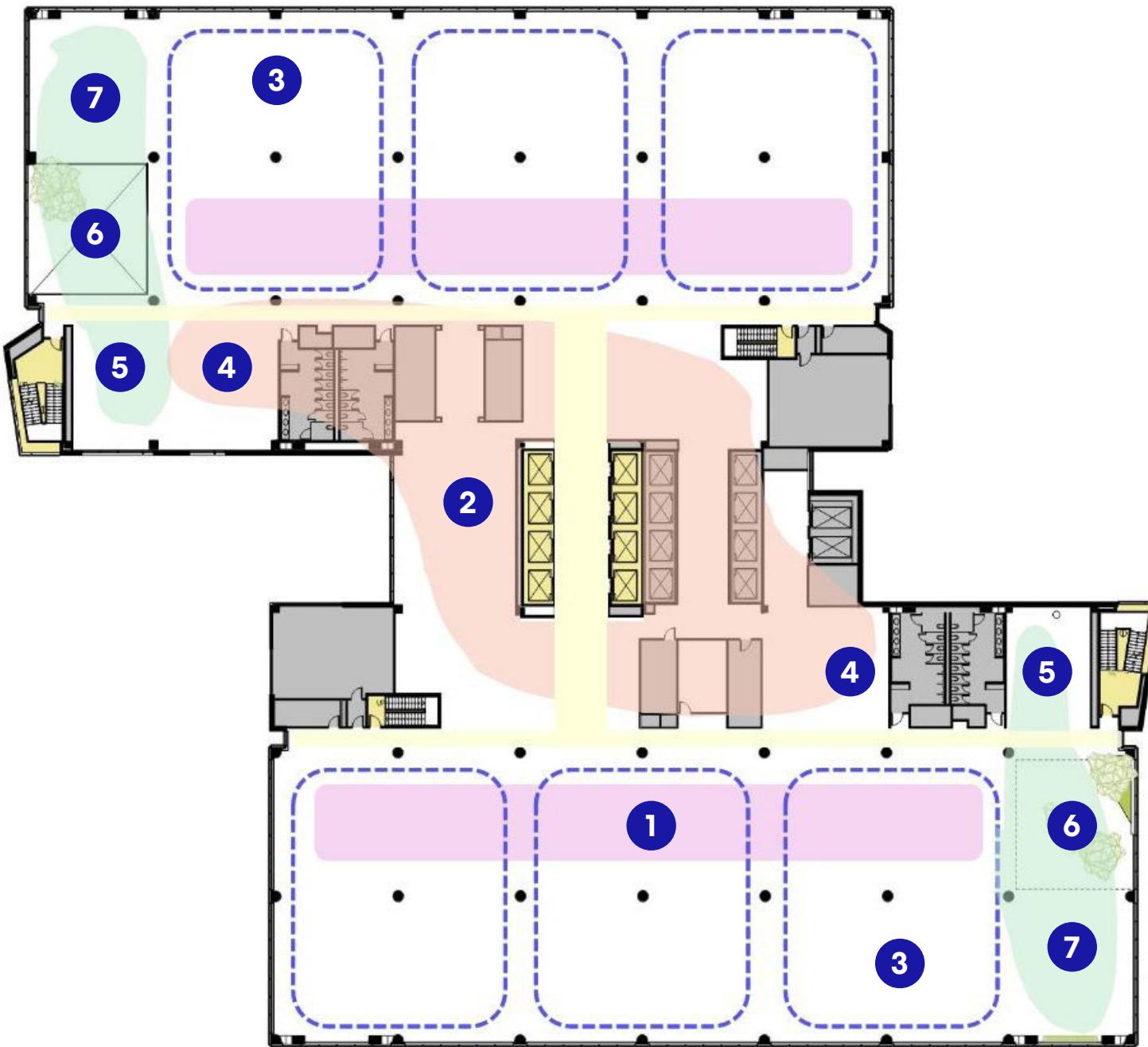
Acoustic Activity

Community spaces centered along main circulation route to help separate acoustically active space types from individual and focus areas located towards plan north and south.



Community Resources

Café, lockers, extra large meeting spaces and blend of open collaboration and meeting zones are centrally located near vertical circulation to provide easy access for individuals coming from other floors and to anchor the individual experience in community and culture.

04. Requirements**C. cont'd****Flexible Framework****04. Requirements****Collaboration Zone**

Blend of enclosed meeting and open collaboration spaces separated with acoustic screens put your innovation on display, act as an acoustic buffer for individual work zone and minimize foot traffic near workstations

**Community Hub / Cafe**

The community anchor on each floor supports social cohesion and creates a third workplace environment with a variety of furniture settings to support all body types and a multitude of workstyles throughout the day.

**Activity Based Neighborhood**

neighborhood unit =
30+ desks
2 offices
1 focus room
1 huddle
1 project room
open collab
open focus

**Team Studio**

Set up like a small studio apartment with a kitchenette, harvest table and lounge, and layered with technology, the team studio is ideal for large collaboration sessions and longer meetings where meals are brought in and a change in posture throughout the day is welcome.

**Wellness Suite / Regeneration**

Focus rooms overlooking the atrium garden, mother's room, wellness rooms, all gender toilets.

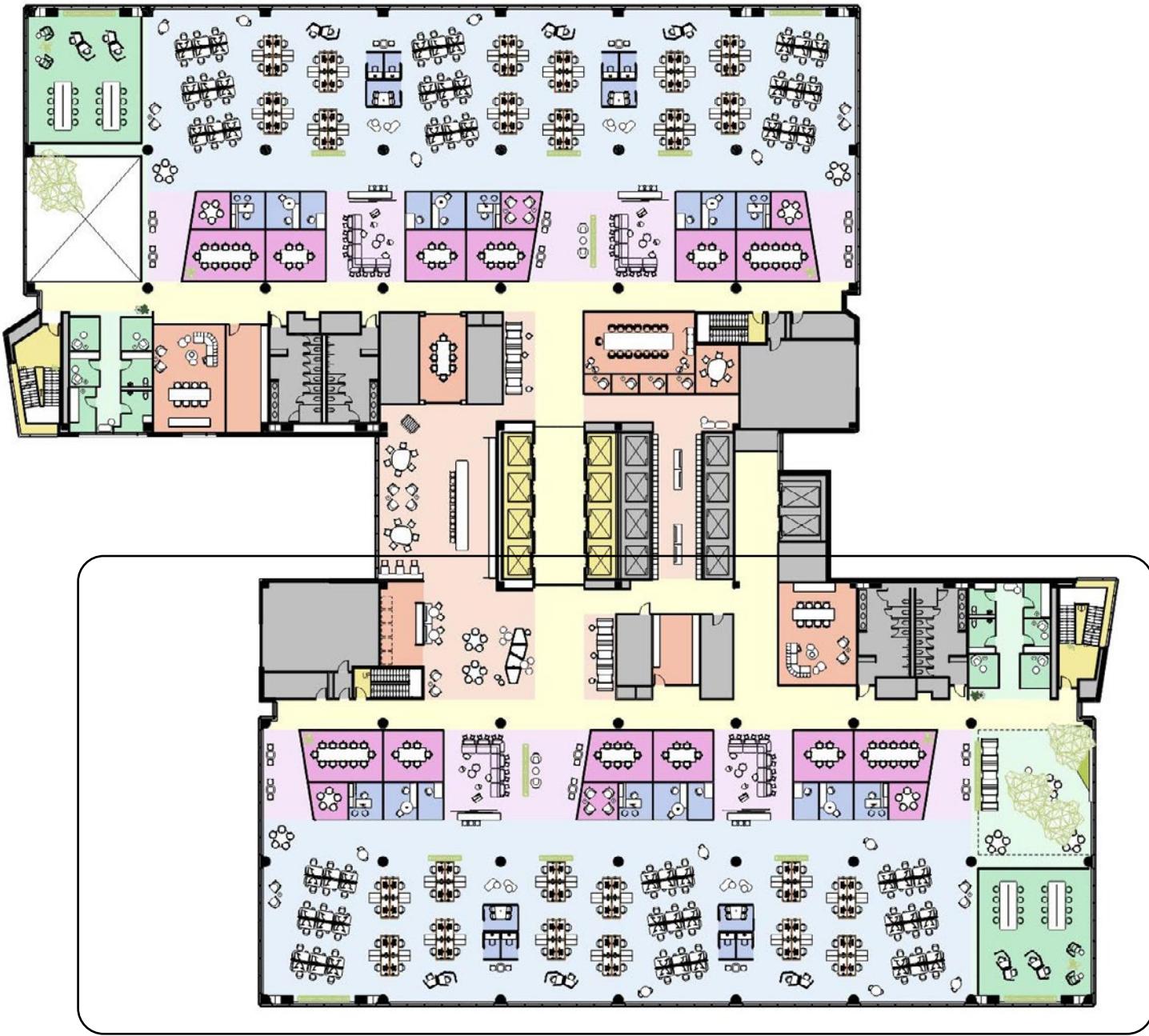
**Atrium Garden**

Two story volumes alternate on each floor to introduce biophilic, improve indoor air quality, and provide individuals with an area to recharge throughout the day.

**Library**

Each floor has two dedicated enclosed quiet spaces available as a counterpoint to the open office with views of atrium garden and expansive views of the city.

C. cont'd

04. Requirements**Typical Work Floor - Option A**

DESIGNED TO ACCOMMODATE 200 FTE

Incorporating lessons learned from the Agile space, the framework for the typical floor includes a kit of parts that can be replicated and applied to all floors and departments. Option A illustrates an unassigned activity-based workspace that distributes space types evenly throughout the neighborhoods. The open office has a variety of furniture types to accommodate the needs of a wide range of employees from bench style sit stand desks to larger "L" shaped stations for additional storage and layout space.

Typical Work Floor - Option B

DESIGNED TO ACCOMMODATE 200 FTE

Option B illustrates how this flexible framework can adapt to a more uniform approach in the open office, increase the number of enclosed focus rooms, and expand size and quantity of enclosed areas along the collaboration core while still allowing space for open collaboration and maintaining views. Quiet libraries are reduced in size for additional enclosed collaboration spaces near garden atriums and large meeting space in community core is replaced by a destination amenity to encourage movement between floors.

04. Requirements

A new green roof and patio on level 03 overlooking 3rd avenue extends offerings of the workplace to include outdoor meeting and flexible event spaces. Collocated with expanded amenities such as wellness center could provide additional programming opportunities to center community and well being for employees.

04. Requirements

A variety of work settings surround this light filled two story garden atrium to create connections between floors, provide autonomy and choice for the employees, and anchor each floor with health and wellness.

Ameriprise CSC

The Beacon of Workplace Innovation
in Downtown Minneapolis.



05. Financial Proposal

Ameriprise Financial, Inc

Architectural and

Engineering Fee Matrix

Basic Services

Site Verification		Dollar/Sft	
Architectural Verification	sft	\$0.10	
Engineering Verification (See Basic Services (BS) Note 1)	sft	NA	
Schematic Design		Dollar/Sft	
Design Review (1 Sign off presentation)	sft	\$0.65	
Code Investigation	sft	\$0.10	
Design Development (space plan)		Dollar/Sft	
Design Review (3 Design Presentations)	sft	\$0.75	
Construction Documents		Dollar/Sft	
Architectural (1 Final sign off)	sft	\$0.65	
Construction Administration		Dollar/Sft	
Architectural (See BS Note 2)	sft	\$0.60	
MEP Services		Dollar/Sft	
MEP Evaluation (See BS Note 3)	sft		
MEP Administration (See BS Note 3)	sft		
MEP Construction Documents (See BS Note 3)	sft		
	sft		
Additional Services		UOM	Dollar/Sft
Project Orientation (See AS Note 1)	sft		\$0.04
3D Renderings outside of design presentations (See AS Note 2)	USD		\$2,000.00
Construction Phase Site Visit (Exclusive of Travel Expenses)	USD		\$500.00
Consultant Coordination (See AS Note 3)			5%
Coordination of Permit Expeditor (See AS Note 4)	sft		NA
Misc. Design (See AS Note 5)	sft		\$0.20
Variable CAD (See AS Note 6)	sft		\$0.03
Additional Consultant Services		UOM	\$ Amount
Multiple permit sets and/or phased construction (See ACS Note 1)	USD		\$12,000.00
Professional Certification services for temporary PA filing drawings (See ACS Note 2)			NA
Prototype designs, including 3-D computer generated renderings (See ACS Note 3)	USD		\$12,000.00
Lighting and Fixture Design (See ACS Note 4)			NA
AV / Audio Consultant (See ACS Note 5)			NA
Acoustic Services (See ACS Note 6)	USD		\$7,020.00
Branding identity development (See ACS Note 5)			NA
Art selection and placement services (See ACS Note 5)			NA
Research of furniture materials, finishes, and fixtures (See ACS Note 7)			\$15,000.00
Fees paid to the Green Building Certification Institute (GBCI) for LEED registration (See ACS Note 8)	USD		TBD
Additional visioning session	USD		\$3,500.00
Additional fit plan or revision	sft		\$0.14
Additional space plan or revision	sft		\$0.20
Additional 3D sketch up rendering	USD		\$2,000.00

05. Financial Proposal

Notes:

1. Assumes 189,500 SF for the 2022 work described in Attachment F: Demand Estimates included in the RFP;

Basic Services (BS) General Notes:

1. Engineering verification is assumed to be completed by MCE directly for Ameriprise as needed.
 2. Construction Administration includes permitting, bidding and approval.
 3. MEP Services and related fees to be provided directly to Ameriprise by MCE.

Additional Services (AS) Notes:

1. One project kickoff meeting is assumed in our base SD scope and fee. We would assume this orientation would be above and beyond an initial meeting to discuss process, scope, schedule, and budget.
 2. We have assumed 8 non photo realistic renderings.
 3. Coordination fee as a percentage of consultant fees.
 4. Permit Expeditors are not typically used in Minneapolis. We would coordinate the drawings and assume the General Contractor would submit and pay for any required permits.
 5. Miscellaneous design is difficult to quantify. We will make Ameriprise aware of any design we believe to be outside the basic fee and negotiate an agreed scope and fee before proceeding.
 6. Specifics to be determined similar to note 5.

Additional Consultant Services (ACS) Notes:

1. Fee is per set additional set issued. The fee excludes any fees associated with MEP services.
 2. Not applicable for architecture and interior design services.
 3. We have assumed 8 non photo realistic renderings.
 4. Lighting design is recommended to be led by MCE's lighting group and supported by our base efforts.
 5. Per the RFP questions and responses, A/V, Art and Branding will be by Ameriprise, and we have included coordination in our base fee assuming all Ameriprise provided design is complete at the conclusion of Design Development

- Design Development.

 6. Basic Services provided by KRA for 2022 scope would be as follows:
 - A. Communicate/meet with the Architect and project team as needed to coordinate with the Architect's design work.
 - B. Determine the recommended acoustical goals for the projects based on user needs, industry standards, and good practices.
 - C. Review the architectural drawings for room geometry, adjacencies, and sound isolation issues.
 - D. Visit the space as needed to study existing conditions.
 - E. Assist the design team in selecting and developing building systems to meet the specified sound isolation requirements for the referenced spaces in each Phase.
 - F. Provide recommendations for partition construction and acoustical ratings to achieve appropriate sound isolation between spaces.
 - G. Determine appropriate ambient noise levels for the spaces. Set goals for ambient noise levels for maximum mechanical noise. Transmit this information to the project mechanical engineer.
 - H. Work with the architect and mechanical engineer to ensure that appropriate sound and vibration isolation measures are taken for the mechanical equipment.
 - I. Perform calculations and/or computer modeling to determine appropriate room acoustical treatments.
 - J. Work with the architect to select acceptable configurations for materials and material locations for the spaces, to meet the established requirements.
 - K. Provide a written report of the design process and above recommendations including sketches, coordination, and information as outlined below:
 1. Provide sketches and/or mark-up or modify drawings to communicate the amounts and locations of recommended acoustical materials.
 2. Provide descriptions and/or cut sheets of any specialty materials and information on how to procure them.
 3. All final Architectural drawings and details concerning acoustical treatment / materials will be generated by the Architect.
 - L. Review Architectural and Mechanical documents to ensure that the desired goals are achieved.
 - M. Review shop drawings and substitution requests as needed, and work with the general contractor and subs as needed to achieve the intent of the recommendations.
 7. Assumes 80 hours of research.
 8. LEED Certification can be completed in a couple of ways. We will outline two basic options, the associated costs, and the pros / cons at our initial meeting where the Project DNA is established.

05. Financial Proposal**Ameriprise Financial, Inc**

Architectural and Engineering

Hourly Rates

Category/Roles	Minimum Years of Experience	Qualification/Certification	Responsibilities	Price per Hour
Principal	Not specified	Architect with strong market reputation and appropriate experience	AOR (Architect of Record) for all projects, who is responsible for the quality of services and deliverables	200-300
Project Manager	8 years on Architectural/Interior projects in supervisory position	Professional degree/certification desirable	Required to manage multiple projects of varying complexity and size, while maintaining project records. Defines scope and budget based on requirements of the client	160-200
Interior Designer	3 years experience on office space planning and interior design	Graduate of certified Interior Design program. Appropriate professional certification desirable	Required to work on space planning and design on multiple projects, while maintaining appropriate project documents	90-110
Architect	6 years minimum experience on corporate tenant improvement projects of moderate complexity	Graduate of certified Architecture program with appropriate professional certification	Required to work on several small projects at a time, while maintaining appropriate project documents. Also required to review design for code compliance (building & ADA), and conformance to client's standards	160
Job Captain	6 years minimum experience on corporate tenant improvement projects of moderate complexity	Technical School or Architectural School Graduate without certification	Required to work on several small projects at a time, while maintaining appropriate project documents. The individual is responsible for managing project scope, schedule, and budget. Produces or directs production of Contract Documentation, in coordination with consultants, vendors, AHJ and /or GCs associated with projects. Point of contact during Construction Administration phase. Also maintains Master Drawings and Specifications	160
Specifier	5 years minimum experience on corporate tenant improvement projects of moderate complexity	Graduate of certified Architecture or Construction Management program, professional certification desired but not required	Provides specifications for multiple projects at a time, maintains files and records, researches and contributes to Master Specification for specific client.	100
Admin Assistant	Not specified	Not specified	Provides clerical duties associated with the production of the project such as travel coordination; typing letters, reports and other documentation; filing.	85-110

13.**Not to exceed price.**

Scope	Est. SF	Price per SF	Est. \$
Phase I	189,500	\$2.85	\$540,075
Phase II	195,000	\$2.55	\$497,250
Phase III	65,000	\$2.75	\$187,740
Phase IV	98,000	\$2.85	\$273,300
Total NTE	547,500	\$2.75	\$1,504,365



06. Qualifications

Perkins&Will

www.perkinswill.com | 80 South Eighth Street, Suite 300, Minneapolis, MN 55420 | tel: 612.851.5000

Design has the power to unlock the potential of a workforce.

At our heart, we're problem solvers. We know that workplace is a powerful tool for boosting innovation, increasing employee engagement and in turn, achieve organizational goals. We push boundaries to advance the industry.

We dare to go where other firms haven't yet gone, setting new standards on issues that matter most. Strategic partnerships give us an unprecedented platform on which to experiment, explore, and introduce design excellence ideals for the next generation.

Fast Company calls us innovative and a "brand that matters." The Minnesota chapter of American Institute of Architects have recognized us as "Firm of the Year." Architect consistently ranks us as one of the top practices in the industry. After 86 years, we think we're just getting started.

Our Minneapolis Studio

Our entrepreneurial studio is fueled by curiosity, possibility, and making the world a better place. We geek out on research, data, and metrics to help get us there. We are no stranger to asking questions, taking risks, and experimentation and have collectively incubated ideas that have transformed into industry-changing standards, policies, master plans, environments, and buildings that are creating a more resilient, equitable, and sustainable future.

Brands that Matter, Perkins&Will
"Living Design Purpose"

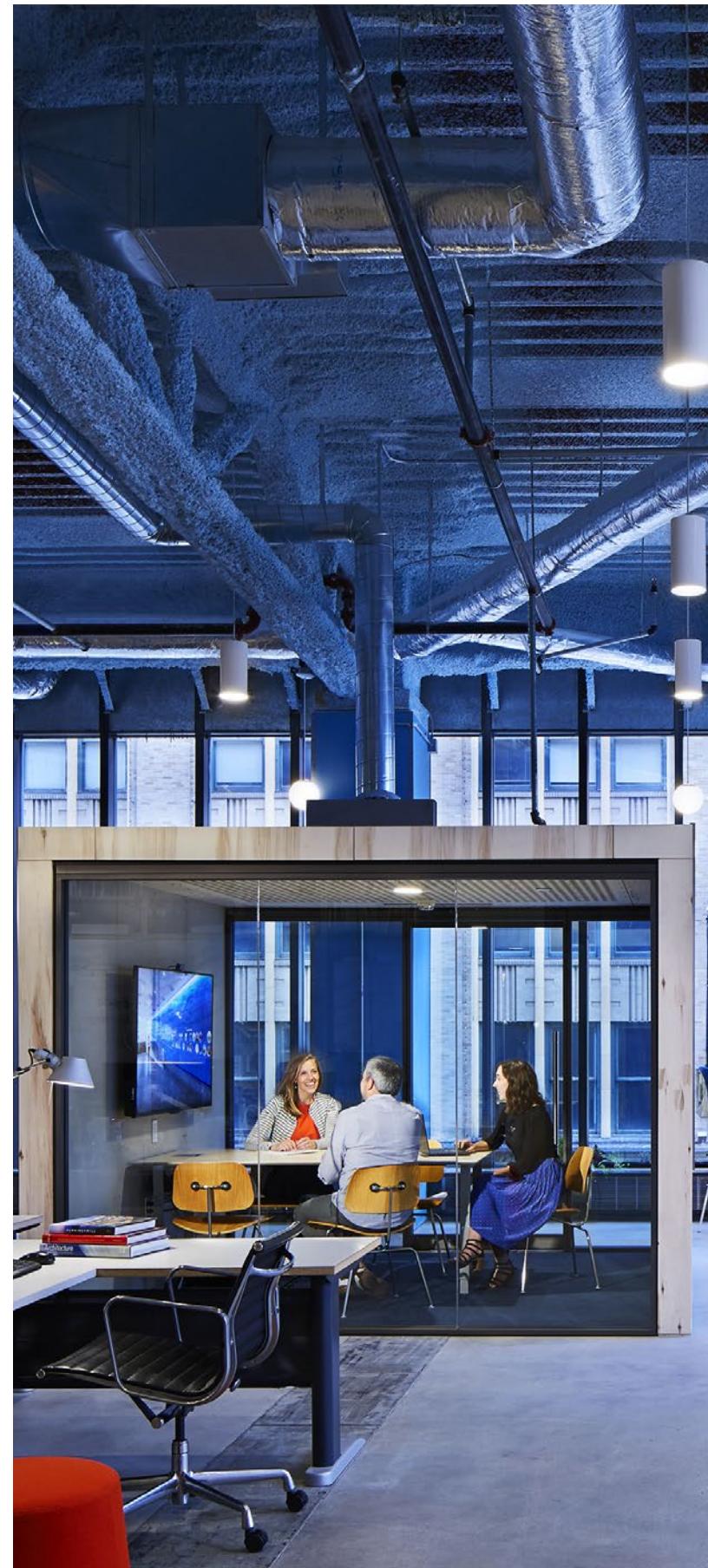
Fast Company, 2021

#2 Architecture Firm

*Architectural Record and
Interior Design Magazine, 2021*

Services —

- Architecture
- Interior Design
- Landscape Architecture
- Urban Design
- Workplace Strategy
- Change Management
- Branded Environments



References

Microsoft

Tammy Aronson
Workplace Experience Manager
701.561.8301
v-taaron@microsoft.com

Land O'Lakes

Marcia Droege
Real Estate & Facilities
651.375.2102
mhdroege@landolakes.com

3M

Mary LenzmeierCarlson
Project Leader &
Engineering Specialist
651.269.1513
macarlson-lenzmeier@mmm.com

Bright Health

Julie Schaub
Senior Project Manager, JLL
612.360.4024
julie.schaub@am.jll.com



06. Qualifications**Jennifer Christiaansen, AIA, LEED AP®****Managing Principal**

Time and time again Jennifer has proven to be a dedicated leader on projects and with her teams. She inspires and guides through her passion for learning, understanding of the delivery and construction process, attention to detail and commitment to equitable and innovative design. It was through her exposure to various people, places, and culture that she felt empowered to take risks and try new things, which she now shares with her teams. Her curiosity, ability to connect the dots between people and processes, and unpack complex issues to come up with better solutions make her the exceptional Managing Principal she is today, while her value for diverse thought and interest in individuals make her the cultural leader she has become in our studio and our industry.

Practicing architecture for over 25 years, Jennifer is an expert in the future of work, recently presenting to peers on hybrid work environments. Her exceptional leadership and significant contribution to the profession was recognized with the AIA Minnesota Young Architects Award in 2020.

**Education****Masters of Architecture**

University of Minnesota

Architecture Diploma StudiesArchitectural Association
London**Bachelor of Science in Architecture**

University of Virginia

Registrations**Registered Architect**

Minnesota

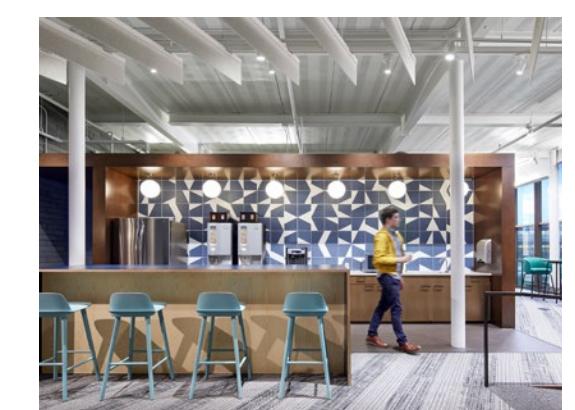
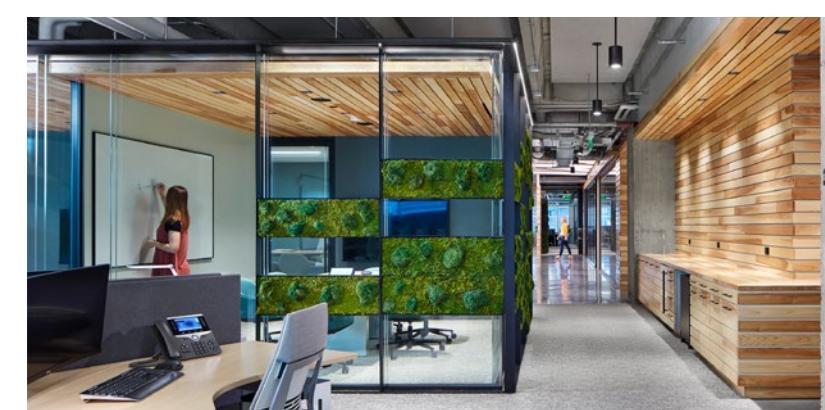
#53015

Relevant Experience**Ameriprise Financial, Inc.**Agile Workplace
Minneapolis, Minnesota**Bright Health**Corporate Office Relocation
Minneapolis, Minnesota**Accesso Services**IDS Center Improvements
Minneapolis, Minnesota**Franklin Street Properties**801 Marquette
Building Repositioning
Minneapolis, Minnesota**Avivo**Headquarters Renovation
Minneapolis, Minnesota**Jones Metal**Main Office Renovation
Mankato, Minnesota**Boeckermann Grafstrom & Mayer**Headquarters Relocation
Bloomington, Minnesota**Microsoft**Vista Building Reconfiguration
Fargo, North Dakota**Boston Consulting Group**

Minneapolis, Minnesota

Norwest Equity PartnersMultiple Workspaces and Research
Minnesota and Florida**Philips**

Maple Grove, Minnesota

RMR Real Estate Services1305 Corporate Center Drive
Building Repositioning
Eagan, Minnesota**Wealth Enhancement Group**Corporate HQ Renovation & Branch Location
Minnesota and New Jersey

Left to Right: Global Management Consulting Firm, Minneapolis, Minnesota; Microsoft Regional Campus, Fargo, North Dakota

Eric West, AIA, LEED AP®, Fitwel® Ambassador

Senior Project Manager, Main Contact

Eric believes architecture is most impactful when it meets multiple needs – most obviously those of the client, but also those of the immediate neighborhood, the broader community, and future generations. He finds purpose in engaging with project stakeholders, community leaders, and design teams to inspire decisions that find balance among all of these needs. Designing with the bigger picture in mind creates beautiful, thriving communities.

In his daily work as an architect, he is involved with both design and project management. He leads teams in creating consensus, overseeing the design process, and managing project schedules and budgets.



Education	Relevant Experience	Maslon Law Offices	Tenant
Master of Architecture University of Minnesota, Twin Cities	3M Multiple Projects Saint Paul, Minnesota	Office Renovation Minneapolis, Minnesota	Headquarters Master Plan Eden Prairie, Minnesota ²
Bachelor of Science, Economics and Math University of Wisconsin, Madison	Bright Health Corporate Office Relocation Minneapolis, Minnesota	Riverplace Tenant Fit-outs Minneapolis, Minnesota	Securian Financial Asset Management Office Renovation Saint Paul, Minnesota ²
Registrations Registered Architect Minnesota 46439	Boeckermann Grafstrom & Mayer Headquarters Relocation Minneapolis, Minnesota	Deluxe Corp. Headquarters Repositioning Minneapolis, Minnesota	* Previous Experience
	Jones Metal Main Office Renovation Mankato, Minnesota	Deluxe Corp. Tech Innovation Center ¹ Atlanta, Georgia ¹	1. IA, Architect, Project Director 2. BWBR, Architect, Senior Project Manager, Workplace Design Lead



Left to Right: Boeckermann Grafstrom & Mayer, Minneapolis, Minnesota; Confidential Global Manufacturing Company, Maplewood, Minnesota

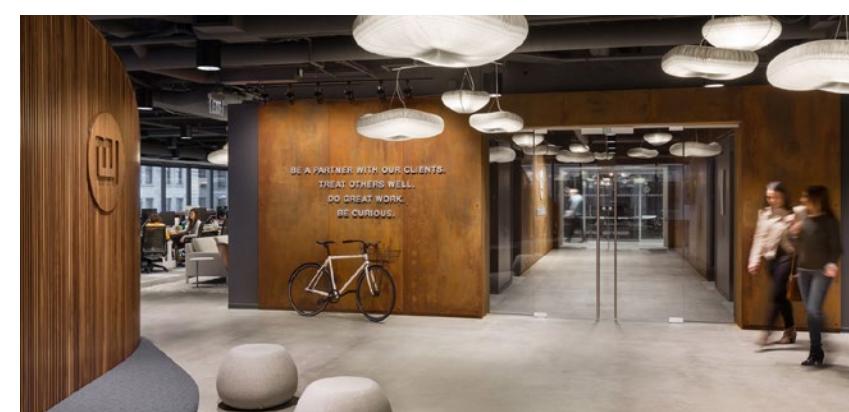
Anne Smith, CID, IIDA

Senior Project Designer

Anne is a passionate and motivated team member dedicated to design and creating an integrated project environment that fosters new ideas and information sharing. By blending architecture and interior design practices in a holistic way, Anne strives to create spaces that respond to the functional needs of the client while enhancing the experience of those who use them. As a project designer she effectively manages, inspires and collaborates with all team members to create a well organized and seamless process from programming and design conception through the end of construction. Her diverse portfolio allows her to apply knowledge gained from all disciplines to create blended spaces that best serve the client.



Education	Relevant Experience	Land O'Lakes	Norwest Equity Partners
Bachelor of Interior Architecture Kansas State University	3M Multiple Projects Arden Hills, Minnesota	Multiple Projects Palm Beach, Florida	Land O'Lakes Multiple Projects Arden Hills, Minnesota
Registrations Certified Interior Designer Minnesota #C27015	Maslon Law Offices Office Renovation Minneapolis, Minnesota	Riverplace Tenant Fit-outs Minneapolis, Minnesota	Riverplace Tenant Fit-outs Minneapolis, Minnesota
	Boston Consulting Group Minneapolis, Minnesota	Royal Bank of Canada Corporate Office Relocation Minneapolis, Minnesota	Royal Bank of Canada Wealth Management Offices Minneapolis, Minnesota
	Bright Health Corporate Office Relocation Minneapolis, Minnesota	Riverplace Tenant Fit-outs Minneapolis, Minnesota	RSM Plaza Vista Building Reconfiguration Minneapolis, Minnesota
	Be The Match Minneapolis, Minnesota	Microsoft Fargo, North Dakota	RSM Plaza Minneapolis, Minnesota
	Boeckermann Grafstrom & Mayer Headquarters Relocation Bloomington, Minnesota	Thomson Reuters Minneapolis, Minnesota	Thomson Reuters Eagan, Minnesota
	Martin Williams Minneapolis, Minnesota	Wells Fargo Minneapolis, Minnesota	Wells Fargo Minneapolis, Minnesota



Left to Right: Martin Williams, Minneapolis, Minnesota; Zipnosis, Minneapolis, Minnesota



Jeremiah Collatz
AIA, LEED Green Associate
Designer



Jeremiah brings a creative, analytical, and collaborative approach to design. He has over 10 years of experience across the disciplines of architecture and interiors. He works closely with clients to understand and define the parameters of a project and is committed to providing impactful solutions that satisfy the needs of stakeholders.

Ameriprise Financial, Inc. Agile Workplace
Minneapolis, Minnesota

3M Building 224 Workplace Renovation
Maplewood, Minnesota

Accesso Properties
IDS Center Crystal Court Repositioning
Minneapolis, Minnesota

Boeckermann Grafstrom & Mayer
Headquarters Relocation
Minneapolis, Minnesota

Riverplace Tenant Fit-outs
Minneapolis, Minnesota

Crestlight 241 North 5th Repositioning
Minneapolis, Minnesota

Wealth Enhancement Group
Corporate HQ Renovation & Branch Location
Minnesota and New Jersey

Wells Fargo Galliard Capitol Management
Minneapolis, Minnesota

Douglas Pierce
AIA, LEED® Fellow, RELi AP
Senior Project Architect,
Sustainability Leader



Cycling from research, to practice, to policy, and back, Doug's work as an architect, advocate, researcher, author, and teacher is a continuous loop that has advanced living design across our industry. In his mission to build a better world inspired by nature, Doug is notorious for creating paths where there are none to follow. From advocating for AIA2030 Energy Targets, to championing Minnesota's first LEED NC Platinum Building, to co-leading Perkins&Will's Sustainable Design Initiative, Doug is now recognized as a LEED Fellow.

3M Building 224 Workplace Renovation
Maplewood, Minnesota

Land O'Lakes
Headquarters Expansion and Renovation
Arden Hills, Minnesota

Microsoft Vista Building Reconfiguration
Fargo, North Dakota

Wells Fargo
Minneapolis, Minnesota

City of Minneapolis The Consolidated Office
Building Predesign
Minneapolis, Minnesota

Darrin Klejeski
Senior Technical Coordinator



Darrin has over twenty years of professional experience in design focusing on workplace projects. Darrin adds immense value to teams where he is responsible for BIM, construction documents, quality assurance, code review and construction administration. His knowledge and creativity around BIM workflow enables him and his teams to save time while producing more thorough documents.

Ameriprise Financial, Inc.
Agile Workplace
Minneapolis, Minnesota

Be the Match
Minneapolis, Minnesota

Boston Consulting Group
Minneapolis, Minnesota

Land O'Lakes
Headquarters Expansion and Renovation
Arden Hills, Minnesota

Microsoft
Vista Building Reconfiguration
Fargo, North Dakota

Royal Bank of Canada
Wealth Management U.S. Headquarters
Minneapolis, Minnesota

Sarah Christensen
LEED AP® ND, RELi AP, Fitwel Am.
Workplace Strategist



Sarah is an interdisciplinary designer and strategist with a diverse range of experience in strategic facilities planning, campus master planning, and workplace design. As a workplace strategist, she works with clients to align their organizational goals with their physical space at a variety of project scales. Sarah brings a human-centered, data-driven approach to her workplace strategy projects which helps her uncover both a qualitative and quantitative understanding of complex projects, better engage with stakeholders in feedback sessions, and visualize large data sets to enable informed decision making.

Ameriprise Financial, Inc.
Workplace Strategy & Agile Workplace
Minneapolis, Minnesota

C.H. Robinson Workplace Strategy
Eden Prairie, Minnesota

KPMG
Change Management and Alternative
Workplace Strategy
Multiple Locations

Hennepin County
Downtown Campus Master Plan
Minneapolis, Minnesota

Sari Rönnholm
D.M.A
Acoustics



Sari has worked in architectural acoustics since 1999. She has acted as acoustical consultant for a wide range of projects including arts, educational, government, and corporate buildings. Sari's role in the project is to advise on all acoustics and noise control related matters, including sound isolation, room acoustics, and mechanical noise issues. She will work closely with the architectural and mechanical engineering team to ensure that the design meets applicable acoustics standards and develop strategies to optimize acoustical conditions for the different building functions.

Ameriprise Financial, Inc.
Agile Workplace
Minneapolis, Minnesota

Microsoft
Vista Building Reconfiguration
Fargo, North Dakota

Boston Consulting Group
Minneapolis, Minnesota

General Mills Solutions Center
Golden Valley, Minnesota

Coloplast Campus
Minneapolis, Minnesota

Real Estate Investment

Maximizing investment today and into the future.



Office buildings inspire us, we work to understand the life people are leading, where and how they spend their time at work and create inspiring spaces that offer high performance, beauty and meaning. We also want to work in an office that is rich in culture and distinct in identity. We see revitalized life within our cities and suburban environments becoming a civic architectural, financial and social focus. We are connecting people and forming new regenerative projects that are having direct positive effects on our communities.

Offices buildings are places where we spend a lot of our lives. These buildings are alive, they can reconnect and transform; we place high value on the distinctiveness of place and people, and look toward a future where cities are sustainable, inhabited, alive, and meaningful.

Land O'Lakes Headquarters Expansion and Renovation

Arden Hills, Minnesota

Client: Land O'Lakes — **Size:** 165,000 square feet (new building); 211,000 square feet (renovation) — **Completion Date:** 2018 — **Sustainability:** LEED Platinum® — **Awards:** National Design Award, Society of American Registered Architects, 2018; Award of Excellence, USGBC West North Central Region, 2019; Top Projects of 2018, Finance & Commerce, 2019



[The new building] is absolutely perfect. It positions us to be competitive in this market.”

— CHRISTOPHER J. POLICINSKI, CEO, LAND O'LAKES

Working Together for the Common Good

After years of leasing office space in remote locations, this growing co-op wanted to consolidate their far-flung employees back onto their main campus. Our team introduced a holistic approach, incorporating real estate analysis, integrated site strategy, and alternative workplace strategies that, produced a solution that brought all employees back together, and saved capital costs.

A nearly 100-year-old cooperative that is transforming the future, Land O'Lakes has a work philosophy that enables team agility around projects and embraces an innovative approach to workplace design. The new building reimagines the idea of the campus, shifting from the outwardly-focused organization of the original headquarters to a centralized campus built around an open courtyard, redirecting the focus to community and collaboration. Bathed in daylight, a variety of spaces support individual, team, and collaborative work. The space now emphasizes the co-op's mission, working together for the common good.

06. Qualifications

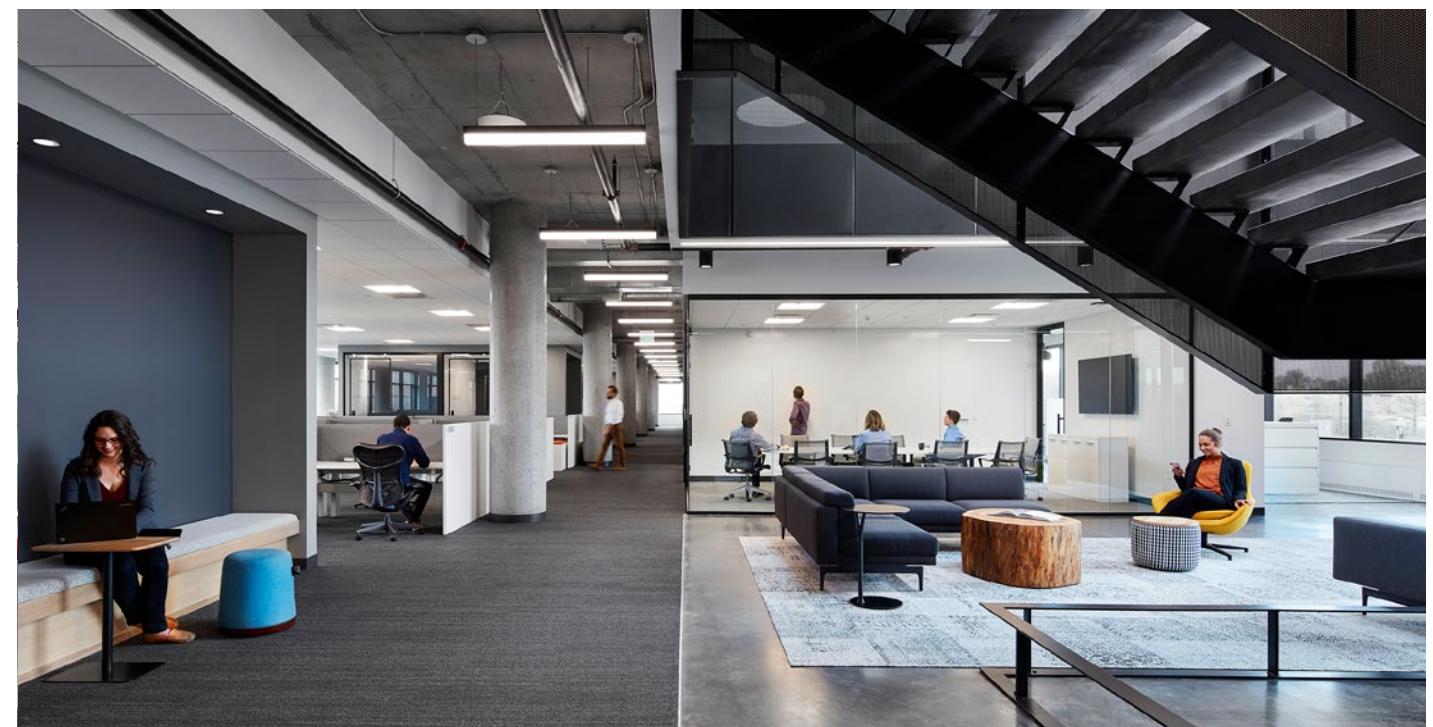
— WHAT MAKES IT COOL

Reconnecting this farmer co-op with the earth that serves them through the design of their new LEED Platinum HQ

A Sustainable Legacy

Land O'Lakes farmer members depend on the land. They have an intimate connection with the environment, and so the co-op wanted this reflected in the choices made when designing their headquarters.

We helped Land O'Lakes obtain LEED Platinum, with the building employing rainwater harvesting for landscape irrigation, photovoltaic panels to offset energy demands, higher indoor air quality with fresh air for employees, and extensive daylighting to interior spaces – paired with controls that automatically reduce power usage on sunny days.

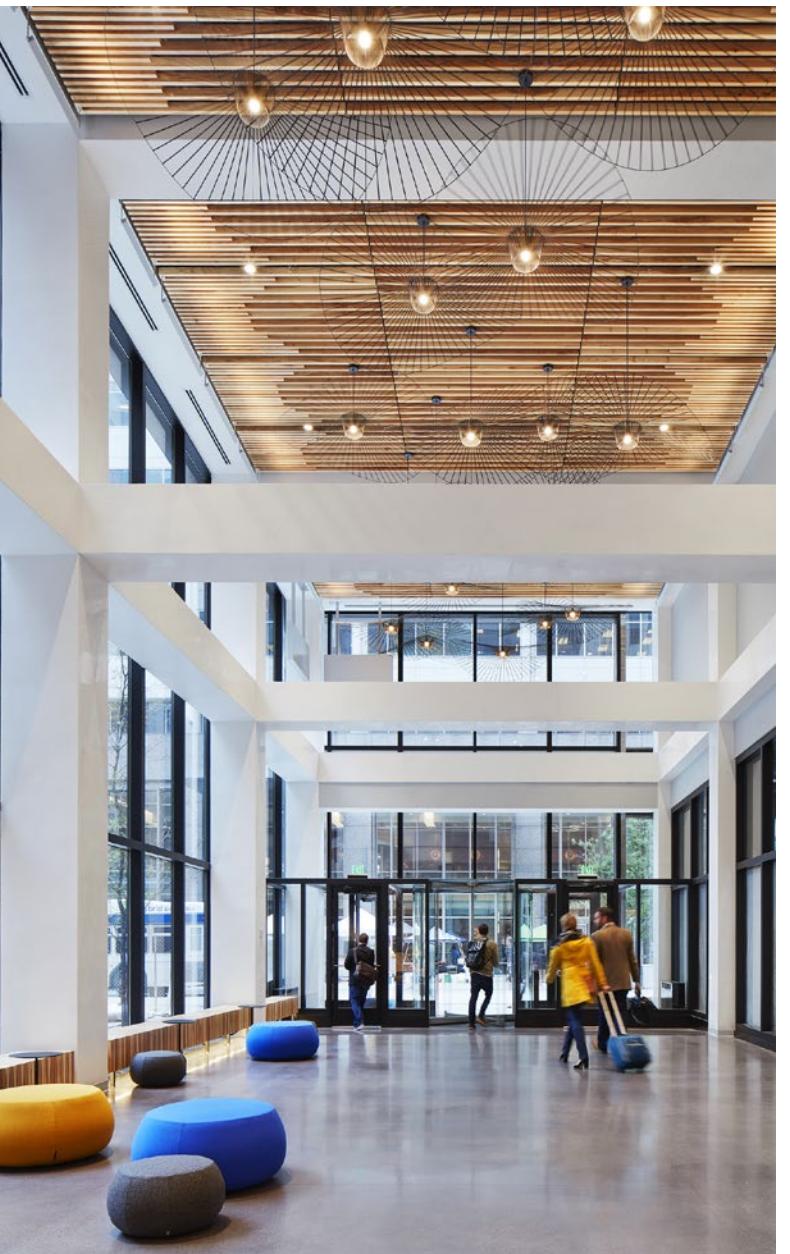


RSM Plaza Building Transformation

Minneapolis, Minnesota

Client: Golub & Company — **Size:** 30,000 square feet — **Completion Date:** 2018 — **Sustainability:**

Significant reuse of repurposed ash trees — **Awards:** Top Projects of 2018, Finance & Commerce, 2019



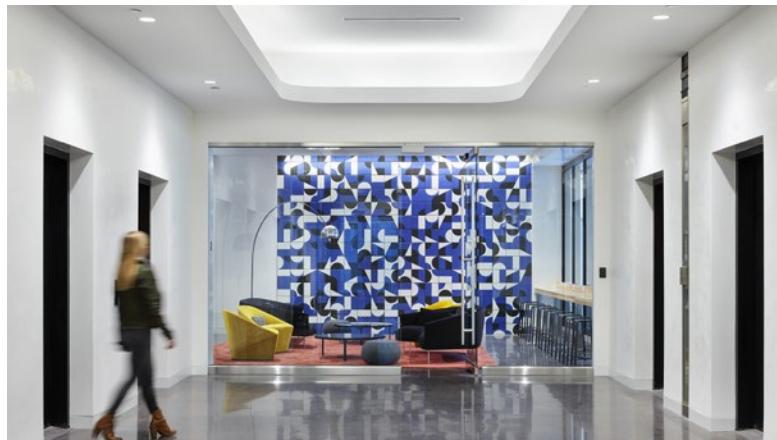
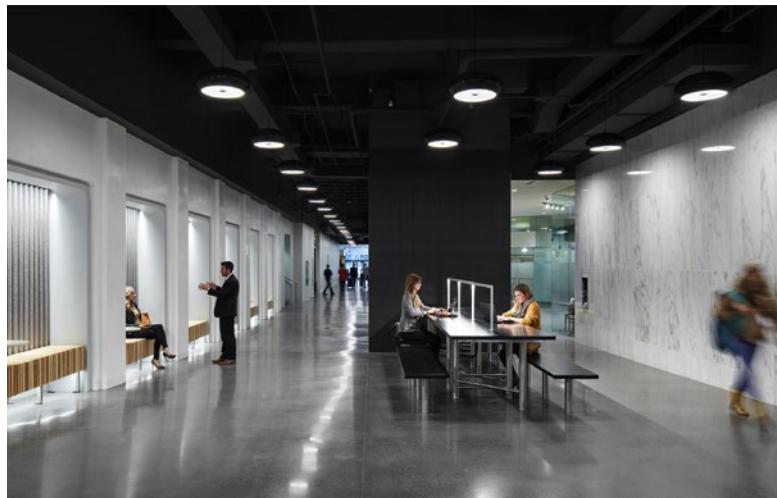
Reconnecting the Skyway with the Street

Designed to leverage the redesign of Nicollet Mall, the renovation of RSM Plaza reimagines a presently underutilized exterior courtyard as an extension of the civic landscape and the new main entry of the tower.

By reconfiguring retail and skyway components and selectively opening up exterior walls and interior floors, our team created a dramatic new two-story entry lobby complete with full-height south-facing glass opening on to the new public landscape. We also relocated skyway access from deep within the building core to the new lobby, visually connecting it with Nicollet Mall. Additionally, our team simplified the first floor of the building interior, transforming the space into a third workplace drop-in lounge. The second floor of the former Barnes & Noble space is now a daylit skyway, single-loaded with new retail.



06. Qualifications



— WHAT MAKES IT COOL

This mixed-use office amenity reconnects skyway users with the street level and introduces a public pocket park along Nicollet Mall

Thomson Reuters D4 West

Eagan, Minnesota

Client: Thomson Reuters

Completion Date: 2020

Size: 30,070 Square Feet

A pilot workplace to showcase, test, and refine for future campus design

Building on the workplace strategy guidelines our team created, we developed a high-performing, scalable workplace model. As the first phase of a multi-year campus redevelopment, the D4 West Pilot space at Thomson Reuters – Eagan needed to be flexible to incorporate changes as user input and technology inform refinements to the design.

Our team brought innovative solutions to meet the client's goals despite a fast-track project timeline and tight budget. With undercarpet flat-wire powering the workstations, the open, light-filled layout remains flexible without damaging the post-tensioned slab. Three different interior glazing systems were installed to test the performance of each with user input and acoustical testing. Maintaining much of the existing HVAC system, the team was able to minimize cost. The constraints of the project drove value resulting in a successful platform for future development that attracts and retains top talent.



Riverplace Office Complex Repositioning

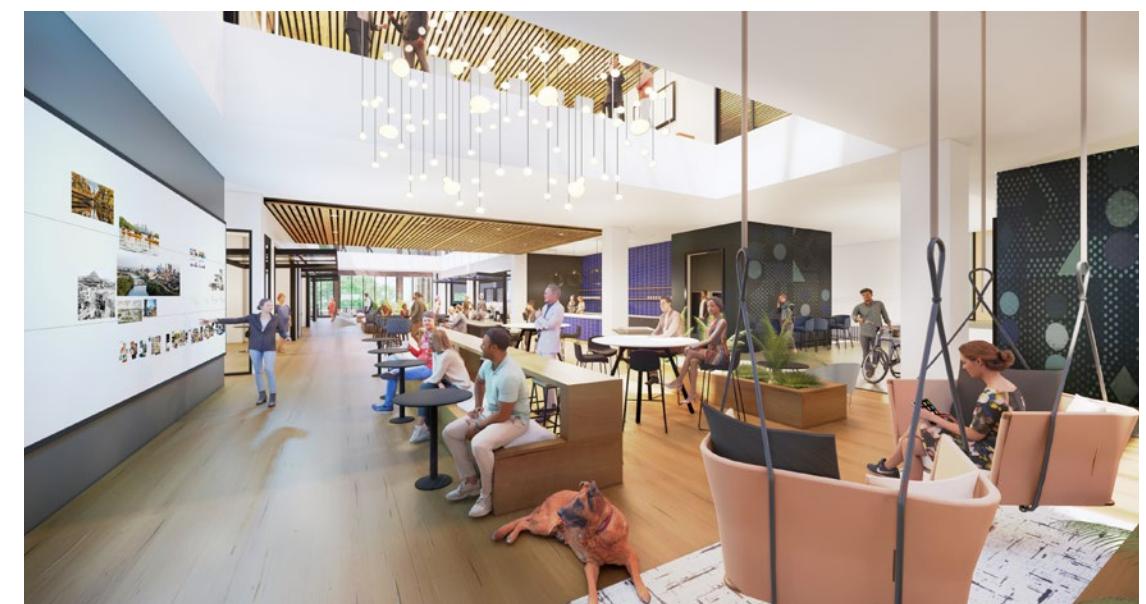
Minneapolis, Minnesota

Client: Crestlight Capitol

Completion Date: 2022

Size: 250,000 Square Feet

Located at the crossing of Hennepin Avenue and Main Street near the historic birthplace of Minneapolis, Riverplace is uniquely situated amongst a wealth of resources and amenities. Through design intervention and active programming Riverplace will be transformed to a gateway. The old model of the suburban Shopping Mall will be jettisoned in favor of the vibrant, active, engaged community of an Urban Village. Implicit and explicit new connections to the city, to people, to historical roots, and to nature, weave the project into its place and create an energetic, lively, and self-reinforcing "live, work, play" environment that will draw new tenants who want to build their business and brand as a part of this community.



Future Workplace

Sustainability → Resilience → Vitality



In today's ever-changing business climate, workplace design goes beyond a beautiful space — it is a critical tool for aligning people, culture, processes, and technology with organizational goals. We deliver creative and environmentally progressive solutions that create a lasting impact on our clients' teams, business, and brand — for generations to come.

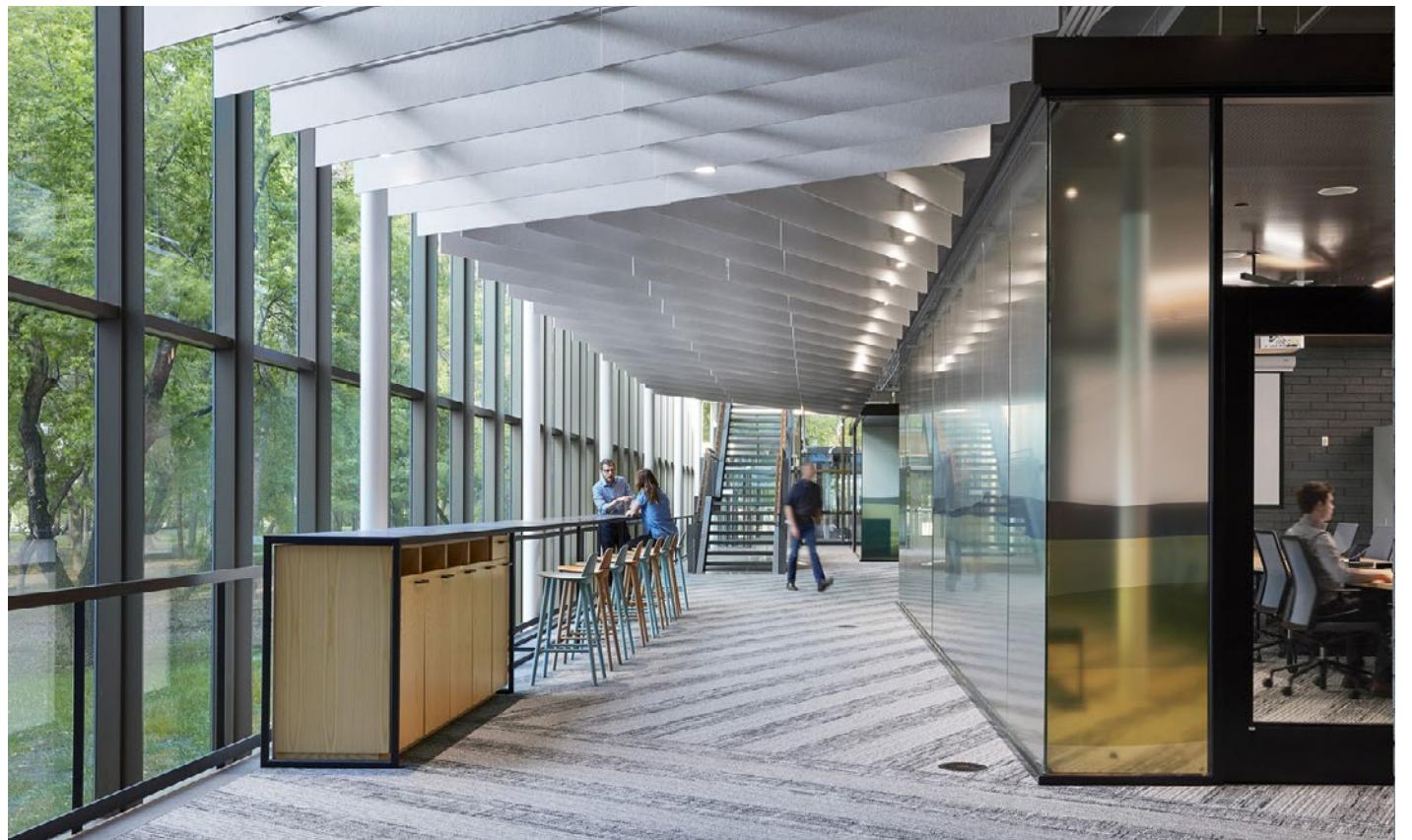
Our clients are respected thought leaders and drivers of change. Our teams of specialists have worked with a wide range of businesses, expanding on a body of research and knowledge that provides our clients with exclusive, cutting-edge insights. Each team is armed with our global knowledge base, industry-specific experience, and an informed perspective of future-focused best practices. Our toolkit includes proven techniques that enable our clients to clearly identify their goals, evaluate a range of options, make informed strategic decisions, and envision a sustainable, socially-conscious plan for the future.

The result is award-winning spaces that nurture people, place, and processes in support of strategic business objectives.

Microsoft Corporation Regional Headquarters Renovation

Fargo, North Dakota

Client: Microsoft Corporation — **Size:** 26,700 square feet — **Completion Date:** 2019



— WHAT MAKES IT COOL

Opportunities for creative collisions occur along the main circulation path connecting the building to the larger campus network.

Creating a Sense of Place

Our design team was charged with imparting a unique personality to this site that embodies energy, empowers staff, and reflects the local culture of Fargo, North Dakota. Affecting only a portion of a building on multiple floors and a main circulation vein running through the ground level, the design needed to be innovative while complying with our clients design guidelines, cohesive with adjacent areas, and avoid disruptions from through traffic and thermal disruptions.

True to our charge, our team reflected the surrounding landscape in with custom artwork defining circulation to create a sense of place within a larger campus network and activated it with multi-functional collaboration spaces. A custom shelving system that in some areas are populated with team relics and local artwork while in others provide privacy, incorporate greenery and storage while allowing light and views to permeate the entire work space.

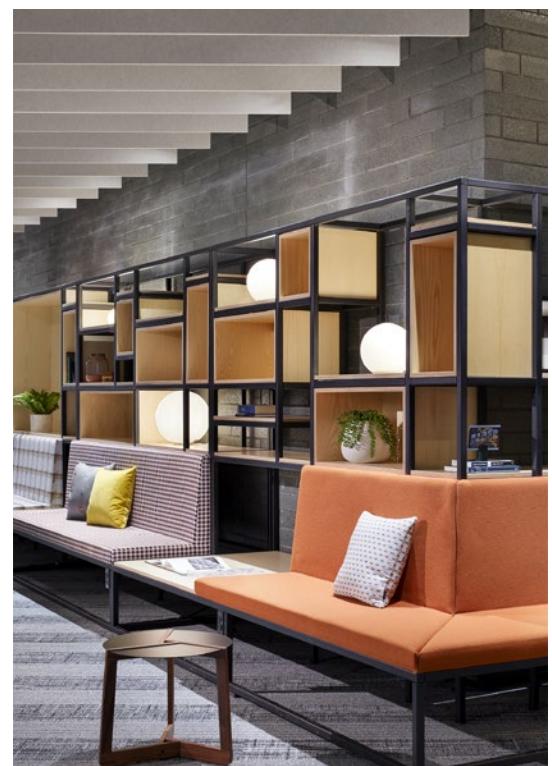
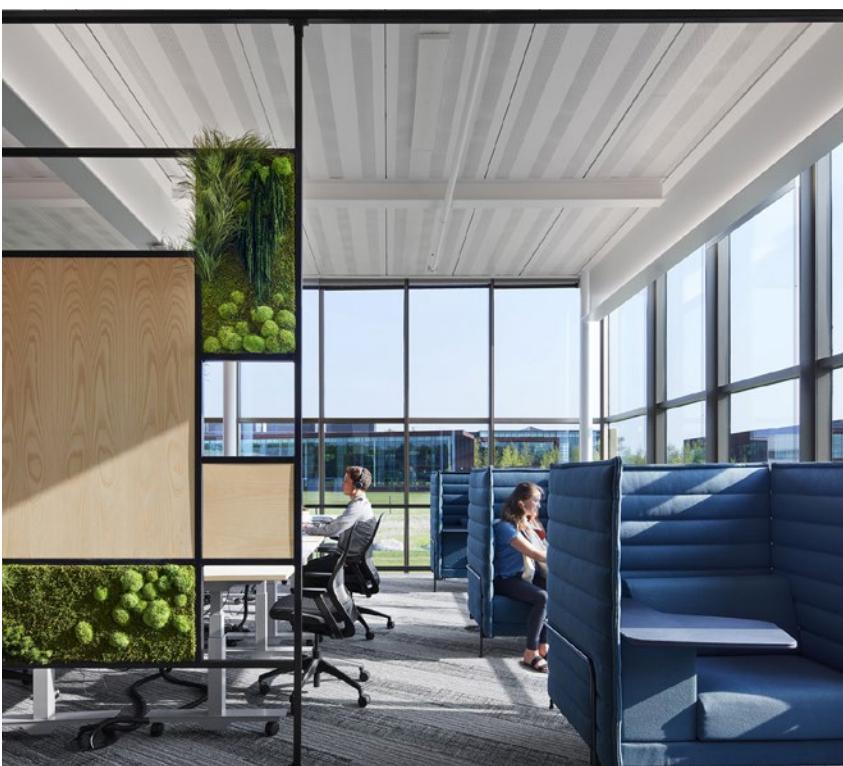
06. Qualifications

Re-Imagined Workspaces

Neighborhoods that consist of open office and adjacent support areas address employee wellness with a focus on daylight, acoustics and biophilic design elements.

Social Cohesion

Opportunities for creative collisions occur along the main circulation path connecting the building to the larger campus network.



Global Management Consulting Firm Minneapolis Headquarters

Minneapolis, Minnesota

Client: Global Management Consulting Firm — **Size:** 20,800 square feet — **Completion Date:** 2018



"Over the course of the design process, [the Perkins&Will team] listened to our input, were flexible with their approach and were friendly and fun to partner with. I feel we have achieved an innovative design that our office will enjoy for years to come."

— MINNEAPOLIS BUSINESS SERVICES
MANAGER, GLOBAL MANAGEMENT
CONSULTING FIRM

A Global Presence in the Bold North

For this global consulting firm, their workspace is a reflection of their brand and a recruiting tool that they employ as a differentiator in the marketplace. With plans to double their headcount in the next 10 years, they needed a flexible office environment consistent with their global guidelines that also celebrated the unique culture and community of their Minneapolis location.

This framework was used to organize and curate a stimulating workspace inspired by the local lake culture. Central to the entry and neighborhood team organization is a communal gathering space, with operable walls that can transform a hardworking meeting space Monday through Thursday to an all office gathering space each Friday. Work zones and community areas are separated by acoustically isolated spaces that meet the need to focus, connect or unwind.

Locally sourced wood, handcrafted artisan wall tiles, and regional artists were among the strategies to support the local economy and create a space built by "The North."

06. Qualifications

Inspiring Discovery

In the spirit of discovery, interior wood clad corridors house the firm's art collection and lead to light flooded clearings at open work and collaboration areas. Angled walls in reception hide company artifacts that are slowly revealed as you wander by. Moss cladding at glass enclosed team spaces limit views in while maintaining access to natural daylight for the occupants. Upon entering, what is soft and green on the outside turns to wood on the inside.

Connecting to Nature

Four materials, chosen for their sustainable performance, anchor the palette and reference elements in the northern landscape. Moss blocks at the four corners of the plan act as biophilic wayfinding beacons and indicate the threshold between the figurative woods and water. On one side, highly polished concrete mimic the effect of a lake on a calm day, quietly reflecting surrounding elements and the soft glow of light from above, while the other will take you back into the wooden landscape.



↑
Overhead projectors, speaker systems and other equipment are carefully concealed in architectural details to make the technologically complex space appear simple.

←
Smaller neighborhoods within the larger workspace offer a sense of community and scalability as many of the consultants are traveling Monday through Thursday.

Financial Services Headquarters Agile Workplace

Minneapolis, Minnesota

Client: Confidential Financial Services Firm

Size: Workplace Strategy for 30,000 SF pilot space

Completion Date: 2020

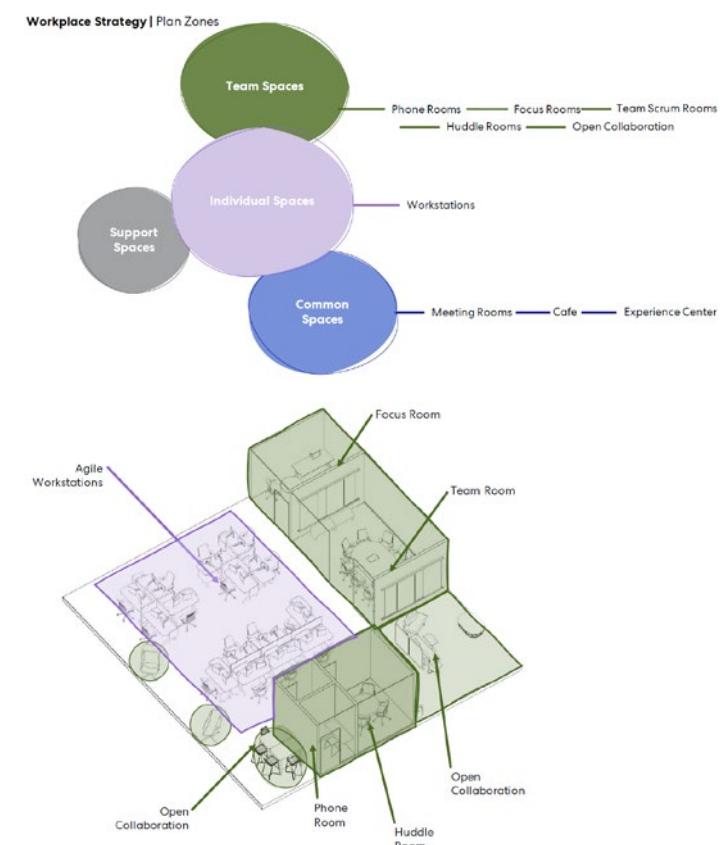
Perkins&Will was hired to conduct a workplace strategy assessment for the agile teams at a Confidential Financial Services HQ in Minneapolis. Our team worked with the clients in understanding the needs for the agile teams through a series of qualitative and quantitative data collection activities. These activities included surveys, interviews, job shadows, site observations, space utilization studies as well as visioning sessions.

With the insights from data collection tactics and analysis, we determined the teams' space needs and created a neighborhood module to support the agile workflow. Bringing in the company's brand to offset the gray Minnesota winters, we gave the space a colorful new life. Unassigned workstations are organized in a handful of configurations, all with equal access to natural daylight. Team rooms and open collaboration lounge spaces are provided throughout for quick touchdown meetings and morning check-ins. Employees can reserve a desk for the day or set up in a focus room for heads down work. Flexible furniture in the central touchdown core is provided for a multitude of uses, from team work sessions to one on one meetings in a secluded booth. Green walls, a meditation space, and sit-stand desks support employee health and well-being.

Team collaboration zone and green wall



06. Qualifications



Top:

Agile team module

Bottom:

Team open office



Global Manufacturing Company Regional Headquarters Renovation

Maplewood, Minnesota

Client: Confidential Global Manufacturing Company — **Size:** 121,000 square feet — **Completion Date:** est. 2023



Imagining a new future

A legacy campus for this global manufacturing company was in need of an update even before the pandemic. During the months that followed, it became clear to the owner that their way of working was forever changed. This first phase in a multi-phased project, is the renovation of the top two floors of one of their 1960's era workplace buildings. It is being used as a test kitchen for new ideas surrounding a hybrid and flexible workforce. Lessons learned from this project will inform their global design standards and set the stage for future renovations on their Maplewood campus.

The project team set out to create a flexible, activity-based workspaces that enable diverse workstyles and can be adaptable for the future. Provide choice and control empowering employees to maximize effectiveness and promote their well-being. Design spaces that draw employees into the office and uplifts them in their daily work experience. Build on the company's strong brand awareness to generate an environment that reflects their culture and increase employee engagement. Develop a warm and inclusive office environment for all employees.

06. Qualifications

Daylight

With the building footprint being the size of a city block, every opportunity was taken to maximize daylight and views. A multi-story light atrium was cut into the concrete structure to allow daylight to penetrate this deep floor plate and enclosed spaces were pushed away from windows to democratize this natural asset.



— WHAT IS IT?

A flexible and inclusive framework to support a hybrid workforce

Diversity and Inclusion

Much care was taken to ensure the new workplace was inviting and supportive of all working styles and abilities. The layout was devised not only for clear circulation, optimizing daylight, and providing future flexibility but consideration was also paid to landmarks, transition spaces and other features driven by neurodiversity that benefit all users.

Expanded Amenities

The option to work anywhere allows staff the flexibility to fit work into their lives holistically. To draw the employees back into the office and create an environment that they want to be, the project includes destination amenities such as a music room and public house to reinforce a collaborative and engaging environment to come to.



Wells Fargo Downtown East Campus

Minneapolis, Minnesota

Client: Wells Fargo — **Size:** 1.0 million square feet — **Completion Date:** 2016 — **Sustainability:** NC LEED Platinum® — **Awards:** Top Project, Finance & Commerce, 2017; Midwest Chapter Awards Mixed-Use, NAIOP, 2017



— WHAT IT IS

Two towers accommodate this banking client's new transformative workplace strategy focusing on collaboration and flexibility.

Perkins&Will provided interior design services for Wells Fargo's new 1.0 million square foot administrative office in Downtown Minneapolis. Two towers accommodate this consolidation of multiple lines of business and showcase the client's new transformative approach to workplace. Their workplace includes increased collaboration and flexibility which has optimized company operations.

The project includes 21 floors for administrative offices where we implemented new workplace guidelines and incorporated alternative workplace strategies. Additionally, an entire floor is dedicated to enhancing Wells Fargo's ability to communicate across the nation through state of the art conferencing spaces which maximize flexibility and technology. These spaces are designed around the client's unique branded experiential spaces.

06. Qualifications



Each tower features a unique 8,000 square foot collaboration space that provides an alternative gathering and working environment for the employees while offering additional opportunities for large group assemblies and community building among staff.

Brand & Community

Recruit and retain innovators and leaders.



We are designing new ways to tell your Story. Read the news today and it's clear that "work" means something new to the labor force post-pandemic. People want Purpose in what they do. People want Wellbeing in where they go. People want Belonging in how they gather. We work to understand the culture and drivers of the organizations we partner with in order to create spaces that reflect and embody a brand, that tell a clear story and that drive recruitment and retention of the best and brightest. A strong and innovative Brand and Culture, one focused on equity, wellbeing and purpose is not only a requirement in today's labor market, it's a solid investment and it's the right thing to do.

Through our curiosity and listening we will work to imagine how the 5 pillars of Ameriprise mission; Values-Driven Firm, Responsible Investor, Governance, Environmental Steward and Community Impact can be reflected in built form and create a culture of pride and excitement with employees today and your recruits of the future.

Be The Match Headquarters Coordinating Center

Minneapolis, Minnesota

Client: Be The Match — **Size:** 240,000 square feet — **Completion:** 2015 — **Sustainability:** Design focus on well-being and material health — **Awards:** Merit Award, AIA Minneapolis, 2017; FAB Award for Design Excellence, IIDA Northland, 2017; Leading Edge Excellence Award, IFMA Minneapolis/St. Paul, 2016; Award of Excellence, Office Build-To-Suite, NAIOP Minnesota, 2016



"I didn't think the new workspace/location would impact my morale as much as it did. I'm happy to come into the office on my non-remote days. The workspace is definitely improving my retention to Be The Match."

— BE THE MATCH EMPLOYEE, FROM POST-OCCUPANCY EVALUATION SURVEY

Empowering the Workforce with Choice

Be The Match's new Coordinating Center is a flexible, activity-based workplace that demonstrates this non-profit's commitment to the well-being, productivity, and enrichment of over 1000 employees who work tirelessly to save and improve the lives of others.

Activated by an opt-in workplace mobility strategy, the new building not only represents a significant change for employees in their day-to-day work practices, but a shift in philosophy for the entire organization. Their dynamic environment empowers employees to choose the space that allows them to do their best work, and the organization has trained leaders to focus less on presentism and more on a performance-based culture.

Once under pressure from growth, employee attraction, and an increasing demand for transplant services, they now benefit from an adaptable space that has helped with talent retention and attraction, increased effectiveness, and the capacity to grow within their space without adding real estate.

06. Qualifications



Brand components are distributed to emphasize focal points integrated within the architecture, guiding the audience's path through the building.



Brand Storytelling

Utilizing Visioning, Visual Listening, and Stakeholder Group interviews, our brand team identified key stories relevant to each target audience, and organized them against the BTM Board's desired areas of focus. The environmental graphics support these stories through use of imagery, text and form. This system was designed to look good without being ostentatious, while also capable of cost-effective changes and easy maintenance.

Elements in public areas celebrate BTM's history, scientific research, and technologies, as told through the transplant donor - patient relationship. Internally, graphics and quotes educate, inspire and motivate staff; reflect the nonprofit's mission, vision and values to visitors; and assist in recruitment and retention.

RBC US Wealth Management Headquarters

Minneapolis, Minnesota

Client: Royal Bank of Canada — **Size:** 323,750 square feet — **Completion Date:** est. 2022 — **Services Rendered:** Interior Architecture, Workplace Strategy, Change Management — **Sustainability:** LEED Gold® Pending Certification



— WHAT MAKES IT COOL

State-of-the-art technology and sustainability strategies emphasize employee health and wellbeing.

Community anchor, anchored in community

Upon its completion, RBC US Wealth Management's new workplace will occupy 10 floors in the new RBC Gateway tower being constructed at the heart of Minneapolis' historic Gateway district including a full floor dedicated to a branch office to support advisors and incorporate new client centric strategies. RBC's new workplace is being designed as a flexible, engaging work environment focused on enhancing the employee experience and amplifying the RBC culture with diverse space types that foster collaboration and empower employees by providing them with the tools to be effective and productive. The entry on each level is anchored with a community space culminating in a café overlooking the Mississippi River. Available to all RBC employees is an amenity floor which includes an auditorium, training rooms, recruiting suite, outdoor terrace, and dining area. In addition to the Minneapolis location, a recently completed headquarters in London and a master service agreement in Canada has led to a successful partnership between Perkins&Will and RBC.

06. Qualifications



IDS Center Crystal Court Renovation

Minneapolis, Minnesota

Client: Accesso Properties

Size: 22,500 square feet

Completion Date: 2021

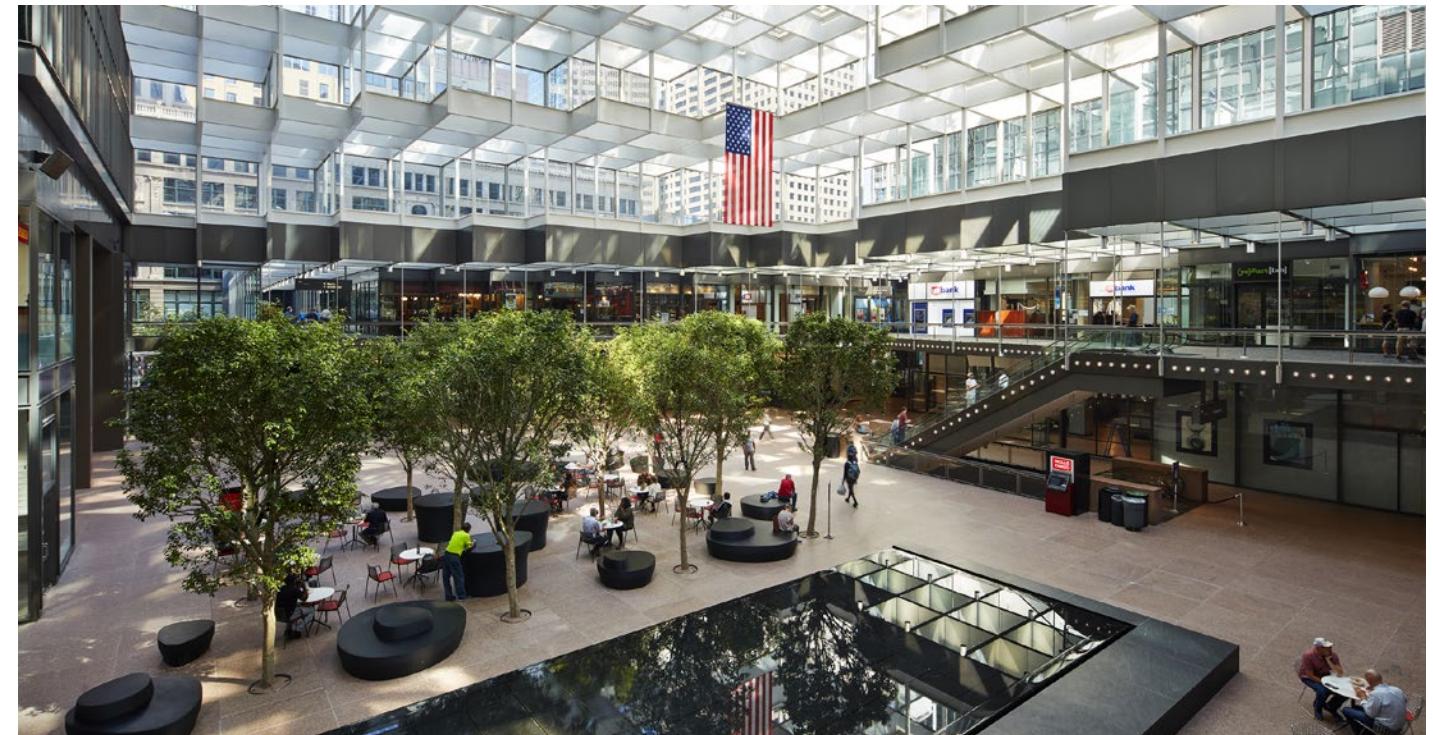
The Living Room of the City

The success of a civic space depends not only on the elegance and innovation of its design but on how it is embraced by the people and communities it brings together. Since it opened nearly 50 years ago, the Crystal Court has been the nerve center of downtown Minneapolis. It is the centerpiece of the larger IDS building complex, and although privately owned, it serves as a public amenity, providing access to daylight, open space, beauty, and human connection. The new renovation builds upon the legacy of the Crystal Court as a forward-thinking space that prioritizes the public experience.

Social Connection

The Crystal Court sits at the hub of the Minneapolis skyway system and is busy with pedestrian activity. Mixing and visibility across two levels of foot traffic provide a dynamic opportunity for social connection in the space. The improved design includes multiple zones and possibilities for social interaction to better facilitate the needs of those already passing through the space. Seating is located both near bustling retail zones and in more quiet and protected areas, appealing to neurodivergent users.

06. Qualifications



IDS Center
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Suite 300
Minneapolis, MN 55402

Perkins&Will