A Request for Qualifications to Provide Architectural Services for the Theodore Roosevelt Presidential Library
A FUTURE VISION OF CONSERVATION FROM THE MAN WHO INVENTED IT
A CENTER TO EMPOWER COURAGE IN THE CIVIC ARENA
AN ADVENTURE TO INSPIRE THE AGES
THE PASSION AND BOLDNESS
AN EXPEDITION INTO
THE PASSION AND BOLDNESS
THAT BUILT THE AMERICAN CENTURY
A PLACE TO RESTORE AND SAVOR THE SPLENDOR OF THE BADLANDS
A WINDOW INTO
NATURE’S VALUE
TODAY
“OVER, UNDER, OR THROUGH—BUT NEVER AROUND.”

—THEODORE ROOSEVELT
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THEODORE ROOSEVELT DIED—unexpectedly—on January 6, 1919, and the nation awoke, stunned by the news that such a vigorous, larger-than-life figure was gone at the age of 60. Memorials were planned, associations formed, historic homes preserved, and yet Theodore Roosevelt does not have a presidential library. We intend to change that. The question is: Why?

The world needs Theodore Roosevelt—now more than ever. The lessons of his life, even 100 years later, have never felt more relevant: Leadership, Citizenship, Conservation. With those principles in mind, we want to create a museum of the future for one of the most iconic American figures in our collective memory; we want to create a legacy for today to create a new tomorrow.

T.R.’s library should be the people’s library, not a box in the Badlands with artifacts under glass; like T.R.’s life, this library must be an experience. We are building a presidential library in the 2020s, not the 1920s, that will last in perpetuity. We can embrace immersive storytelling and new technologies, and build a first-of-its-kind digital library for an analog president. This museum can be a platform for embracing civic dialogue, thoughtful debate, and inspiration from around the globe.

So, the next question: Why North Dakota?

The following pages will answer this question more fully, but my answer as a North Dakotan is simple: The Badlands are the fulcrum of the hero’s journey in T.R.’s incredible life story. In the jagged hills and impossible buttes of a broken land, a broken man found resilience and first lived what he would later call “the strenuous life.”

The challenge is to build an awe-inspiring, architecturally significant destination in the Badlands that works with, not against, nature. This is a sacred space of healing, and we succeed only if we preserve the solitude, harmony, and balance that first attracted Theodore Roosevelt to this unusual and special place.

T.R. is perhaps best remembered for inspiring action and fearless participation “In the Arena.” That is our challenge to you: Get in the arena. We hope you embrace this opportunity to step off the sidelines and into the thick of an ambitious effort.

With gratitude, we welcome you to the greatest gift life has to offer: adventure!

EDWARD F. O’KEEFE
Chief Executive Officer
Theodore Roosevelt Presidential Library

I AM MYSELF AT HEART AS MUCH A WESTERNER AS AN EASTERNER; I AM PROUD INDEED TO BE CONSIDERED ONE OF YOURSELVES, and I address you in this rather solemn strain today only because of my pride in you and because your welfare, moral as well as material, is so near my heart.

—THEODORE ROOSEVELT
in a speech given in Dickinson, North Dakota, on July 4, 1886
INTRODUCTION

THE STORY

In 1867, a nine-year-old Theodore Roosevelt established his first institution: The Roosevelt Museum of Natural History. He showcased specimens of field mice and frogs that he had personally taxidermized and regaled his family on the natural history of insects. The museum contained more than snakeskins and insect wings; its shelves held the sustenance of Roosevelt’s voracious appetite for reading: books on natural histories, tropical flowers, and Audubon’s catalogs of birds. Roosevelt was a delicate child who sought access to the outdoors in whatever form he could find.

The sheltered and asthmatic autodidact’s predilection for amateur naturalism only grew. At Harvard, he dove into science and laboratory courses, and hired guides to help him hunt specimens and document bird calls in Maine and upstate New York. The young man’s first journey west in 1883 was to fulfill a vision of frontier life that he had only heard of in stories about Daniel Boone and Davy Crockett. An even greater story waited for him: one that would teach him leadership and citizenship, and mark the beginning of his journey as the future father of American conservation.

Un schooled in the realities of a self-reliant life, Roosevelt outfitted himself in custom-tailored buckskins and a silver-plated bowie knife from Tiffany’s that earned only eye rolls from the cowboys. Far from the privileged parlors of his youth, he was surprised to find that his name and New York connections carried little weight among ranchers and farmers.

I NEVER WOULD HAVE BEEN PRESIDENT IF IT HAD NOT BEEN FOR MY EXPERIENCES HERE IN NORTH DAKOTA.

—THEODORE ROOSEVELT
Pre-statehood, the Dakota Territory was still evolving and undefined. The region around Medora in what is now North Dakota—which Roosevelt first visited in September 1883 to hunt buffalo—was therefore the ideal venue for the young man’s transformation into a future president. In that landscape, storytelling became storydoing. The sickly snob from New York City discovered a strenuous life, harder and more rugged company, and, ultimately, a path for navigating the next chapter of his story.

Having returned to his career in New York, the rapidly rising Roosevelt was plunged into despair on February 14, 1884, when his wife and his mother died mere hours apart. “The light has gone out of my life,” he wrote below an X in his diary. In a matter of days, the grieving orphan and widower headed west again. The sacred place that had spurred his physical transformation now offered a spiritual one. He had grown up believing in the power of fresh air to rejuvenate the body. Now, he found that the outdoors could also rejuvenate the soul. The landscape where he had sought his boyhood fantasy offered him a way to cope with his new reality.

In his darkest moment, Roosevelt discovered inner strength, resilience, and renewal in the Badlands. Far from the industrializing cities, Roosevelt escaped the speed and stresses of modern civilization. In cattle stampedes, he discovered the energy that would drive him up the slope at the Battle of San Juan Hill. Among the ranchers and small farmers, he honed his intolerance for large corporations and conglomerates. He learned to speak with people from different backgrounds and appreciate those with different values. It would be key to his later role as a mediator in national labor strikes and as a Nobel Prize–winning arbitrator of international peace treaties. Perhaps most important, alongside the cowboys of Dakota—where only actions, grit, and hard work earned respect—he gleaned a new sense of “we the people” that cemented his conviction that everyone deserves a square deal. His path to the presidency may have been born in the drawing rooms of the East Coast, but his identity as a leader and citizen sprang from the West.
As he became the author of his own life’s adventure in the Badlands, Roosevelt also discovered a new chapter for America, one vast enough to match his vision for the country’s place on the world stage. To that end, he needed antiquities as enduring as those he had seen on grand tours of Europe. He found those wonders in the Badlands. To Roosevelt, the United States’s forests were cathedrals. Its mountains were monuments. Earlier conceptions of American identity were founded on the principles of life, liberty, and the pursuit of happiness. Roosevelt’s new American spirit was born on the frontier, fed by a life of vigor and adventure, and made distinct by the republic’s history, values, and landscape.

As the economy boomed and railroad magnates and Wall Street traders focused on quarterly returns, Roosevelt set his sights farther ahead. “We are not building this country of ours for a day,” he said. “It is to last.” In no area was this more evident than in his unrelenting commitment to conservation. Through a lifelong barrage of policy and legislation, Roosevelt turned America’s wild landscape into its most enduring treasure. It is fitting that, of all the national parks, only the Theodore Roosevelt National Park in North Dakota bears a president’s name. If Roosevelt’s hero Abraham Lincoln laid the groundwork for America’s protected park system, Roosevelt manifested that proposal into an enduring national commitment. His idea of an accessible and protected West was also an insight into his unbounded conception of representative democracy, its citizens not only the constituents of his own time, but those who would come in the generations after. Roosevelt conceived sacred spaces where future Americans of different backgrounds and beliefs could visit and share a common sense of awe. And on that common ground, they might engage in the dialogues essential to a healthy democracy.

THE CONSERVATION OF OUR NATURAL RESOURCES IS A SUBJECT OF TRANSCENDENT IMPORTANCE, which should engage unremittingly the attention of the Nation, the States, and the People in earnest cooperation.

—THEODORE ROOSEVELT
 Appropriately, he founded the conservation movement through exactly that kind of meeting of the minds. In 1908, the president gathered a great interdisciplinary conference of federal and local statesmen, stakeholders, and experts to discuss the moral duty to conserve America’s natural resources for the future prosperity of the American people. “We cannot, when the nation becomes fully civilized and very rich, continue to be civilized and rich unless the nation shows more foresight than we are showing at this moment,” he told them. Roosevelt may have won a Nobel Peace Prize for mediating the Russo-Japanese War, but this conference to discuss the use of nature’s resources may have been his greatest achievement in gathering strangers around a shared cause. Faced with the sanctity of wood and water, the group’s differences dissolved.

This fellowship—perhaps guided by the spirit of the T.R.-ism “Do what you can, with what you have, where you are”—demonstrated a future-oriented thinking that indicates a shared sense that those present were only one page of an even greater American story. It’s a story that started when Roosevelt stepped off the train in Medora, and it’s now ready to return there for a new chapter.
**The Living Library**

Most presidential libraries are bound to a study of the past: to writing the first chapter of a president's history and safeguarding the artifacts and ephemera of his life. With a hundred years and over 25,000 biographies written between Roosevelt’s presidency and the present day, the mission of the Theodore Roosevelt Presidential Library (“The Library”) is not to write the first chapter of Roosevelt’s history. Its mission is to unearth the stories and lessons that have withstood the test of time and make America’s 26th president relevant for today and inspiring for tomorrow.

This institution, therefore, will be a museum of the future. Taking a page from Roosevelt himself, who read history to find a map for what lay ahead, it will focus on inspiring the future, not safeguarding the past. This is no dusty archive, but a living library that focuses not on what we can learn about Roosevelt, but what we can learn from him.

In every other library, the president is the hero. In this one, the guest is the hero. Here, visitors will be inspired to become the author of their own adventure story. Just as Roosevelt’s life was, the living library will be founded on action and experience rather than artifacts under glass. Through immersive storytelling, interactive technologies, multisensory experiences, and embodied learning, guests (we prefer to call them “participants”) will explore Roosevelt’s legacy and enduring relevance. They will be prompted to action and fearless participation laid out by the Library’s defining tenets: Dare greatly, think boldly, live passionately, and care deeply (see page 39).

Just as Roosevelt came to the Badlands to be revitalized, so too will this be a place where participants can come to get back in touch with themselves; discover the healing power of air, water, and wide-open spaces; and be reborn. The institution will be turned inside out, encouraging people to journey both into the outdoors and into a deeper contemplation of their interior selves. To that end, the living library will not be contained by its physical footprint, but will link to the nearby town of Medora, the national parks, and a distributed network of digital stories. The participant will come in to be inspired to go out.

With the aim to gather new generations of global leaders, host thoughtful debates, and convene conferences of scientific and self-discovery, the Library will be a reminder that the things we share in common are more enduring than our differences. It will be a space where people with a range of ideas can engage in civil discourse and where many points of view feel at home. And it will be a beacon that assembles the next generation of citizens, leaders, and conservationists; engages heads, hands, and hearts; and encourages people to become lifelong learners.

Once, the story told about the American West was one of new frontiers. In Roosevelt’s story, those discoveries shifted to focus on the individual self and how to navigate America’s future. That story is far from ended. Its next chapter lies in the Badlands. Roosevelt himself prophesied, “It is in the West that as a nation we shall ultimately work out our highest destiny.” That destiny is ready to be written on the grounds and by the visitors to this living library of the future.
ABOUT THE DOCUMENT

THIS REQUEST FOR QUALIFICATIONS ("RFQ") is the initial stage in a structured process to select a Design Architect for the Theodore Roosevelt Presidential Library and Museum. In addition to laying out this process, the RFQ is intended to complement the intent expressed by the Theodore Roosevelt Presidential Library Foundation ("the Foundation") in the Project Brief, published in December 2019, and to expand upon the Foundation’s goals with respect to visitor experience and architecture. The current version of the Project Brief can be downloaded from the Foundation’s website (www.trlibrary.com).

EVERY MAN WHO APPRECIATES THE MAJESTY AND BEAUTY OF THE WILDERNESS AND OF WILD LIFE, should strike hands with the farsighted men who wish to preserve our material resources, in the effort to keep our forests and our game-beasts, game-birds and game-fish—indeed, all the living creatures of prairie and woodland and seashore—from wanton destruction. Above all we should recognize that the effort toward this end is essentially a democratic movement.

—THEODORE ROOSEVELT
from his 1905 essay “Wilderness Reserves: The Yellowstone Park”
ABOUT THE PROJECT

THE THEODORE ROOSEVELT Presidential Library Foundation was formed with the purpose of creating a presidential library and museum for one of the most intriguing national figures in our nation’s history, in one of our nation’s most iconic settings. Medora, North Dakota, has been chosen as the ideal location within the state to develop the Library due to the strong relationship that T.R. developed with the area. The main entrance to the national park that bears his name is located in Medora, providing visitors with direct access to the Badlands, including his Elkhorn ranch. The impact of this landscape on Roosevelt is an important aspect of the Foundation’s vision for the project: The Foundation wishes to construct a building that celebrates not just Theodore Roosevelt, but also his connection to this remarkable American landscape that influenced him—and, by extension, our nation—so deeply.

As an organization, the Foundation has undergone several structural iterations to arrive at its current relationship to the project. From the inception of the idea, to early phase planning for a relatively modest facility in Dickinson, to the relocation of the project to Medora, the Foundation has evolved in parallel with development of the concept for the Library. A strategic turning point occurred in April 2019, when the
North Dakota Legislature approved the creation of a $50 million Theodore Roosevelt Presidential Library and Museum Endowment Fund, to be used for operations and maintenance of the facility in Medora. The commitment by the Legislature is contingent on a raise of at least $100 million in private donations by the Foundation in 2020. This turn of events in Medora has galvanized the Foundation, moving its Trustees to hire senior-level staff capable of raising funds at a significant level, all the while driving forward a complex design and construction process. It should be noted that Trustees and staff have launched a new planning process to redefine the Library, striving for a facility of greater impact in every realm than the original conception.

The Library is envisioned as an institution and facility that is not only cutting-edge by today’s standard, but one that will continue to innovate and inspire for many generations to come. This principle applies to all aspects of the project, from visitor experience, to architectural design and beyond. The Project Brief provides ample overview of these aspirations.
THE PROJECT IS guided by three principles that embody the central values of T.R.’s life: Leadership, Citizenship, and Conservation. The challenge is to curate an experience that, by exploring the themes of T.R.’s legacy in these areas, influences participants on a personal level and invites them to contemplate what it means to be “Rooseveltian” in today’s world. The Library will need to wrestle with the complexity of T.R.’s public and private life, while still managing to impart a universally relatable and inspiring message to “dare greatly, think boldly, live passionately, and care deeply.” All aspects of design should derive inspiration from these core values to address the experiential and architectural goals the Foundation has set forth for the project, as described on the following pages.
INTERPRETIVE EXPERIENCE GOALS

The Foundation anticipates that a visit to the Library will be inspirational, aspirational, and adventurous, much like Theodore Roosevelt himself. Emphasis will be placed on what can be learned from Theodore Roosevelt rather than about him, placing participants in the center of an experiential narrative. They will be the heroes of their own journey as they traverse through participatory activities via immersive galleries, theaters, and experiences that encompass key themes and moments from Roosevelt’s life. These may include: Recovery and Loss, Resilience and Vulnerability, Complexity of Character, Leadership, Morality, and Civic Participation.

Much like the man, this project will be a composite of oppositions. It will invite moments that connect with nature on a reflective, if not spiritual level, while also embracing a boisterous celebration of human achievement. It will encourage dreaming of the future, as inspired by the courage of the past. It will mix T.R.’s own rambunctious thirst for the populist with a call to a higher purpose for all. It will engage participants in the landscape around them, demonstrating the value of nature to current and future generations, while recalling the transformative power of nature to Theodore Roosevelt personally. Theodore Roosevelt’s incredible adventure of a life will be a platform for participants to discover their own hero’s journey, a unique tribute to his life in the form of future inspiration.
ARCHITECTURAL GOALS

The Foundation feels strongly that the building should not be just a neutral “container” for the narrative adventure, but rather a seamless partner within this participatory journey. Outdoor areas and view sheds will reveal the Medora landscape at crucial moments within the narrative, like the windows that frame the Washington Monument at the National Museum of African American History and Culture. Passageways that place visitors between light and dark will embody T.R.'s journey, much like the revelations embedded in the Berlin Holocaust Memorial. Unusual forms of physical navigation/circulation, embodying T.R.'s call for “Over, Under, or Through—But Never Around,” will use architecture to embody a circulation approach that has meaning, much like Yad Vashem's circulation path.

Functionally, the Foundation imagines the building will include robust and well-planned spaces for sound and light control, temporary galleries with climate control for artifact conservation, and power and data structures to support digital collections and technology. Initial architectural program requirements for the Library building are further described later in this document.

More important is that conceptually the architecture and experience design leverage narrative and meaning-making to create a new paradigm for storytelling and participation, one worthy of Theodore Roosevelt. To accomplish this, the Foundation has defined the following architectural goals for the project:

Create a Living Library
• Building functions as an interpretive element
• Architecture transcends time, doesn’t adhere to a particular style
• Form of the building is iconic, appealing, exciting, and itself an incentive for public visitation

Be a model for enduring sustainability
• Honor the idea that you cannot improve on nature’s design
• Go beyond LEED Platinum to accommodate standards for sustainability into the future
• Set a new standard for sustainable design in current context
• Embrace human-based design—design with respect to well-being, connected community, and human scale

Honor the design of living systems
• Emulate the laws and designs of nature
• Respect the cyclical nature of living systems and life
• Address the fact that natural systems are ever-evolving

Embrace nature and the surrounding landscape of the Badlands
• Placement on land is natural and light; does not overpower or degrade the landscape
• Architectural form responds to natural setting
• Architecture embodies the spiritual and restorative qualities of nature; draws nature into the building
• Architecture captures the impact that fresh air and nature had on T.R. when he came to North Dakota
• Architecture utilizes the Badlands as the fourth wall; brings nature in and also extends out into the landscape
MEDORA, LOCATED IN BILLINGS COUNTY, is considered to be one of North Dakota’s primary tourist destinations, offering outdoor activities, entertainment and events, dining experiences, and lodging. The Theodore Roosevelt Medora Foundation (“TRMF”) owns and operates many of the major facilities in Medora, including the Burning Hills Amphitheater, home of the Medora Musical, one of the most popular tourist attractions in the town, with 117,534 attendees in 2019. TRMF is well-positioned to play an important role in the growth and economic development of downtown Medora, with the Library as an anchor tenant in the commercial evolution of the region.

Another key anchor in downtown Medora is the Theodore Roosevelt National Park (“TRNP”), whose South Unit entrance and visitor center are located downtown. TRNP consists of three units in total—the South Unit (in Medora), the North Unit (sixty-eight miles north of the South Unit on I-85), and the Elkhorn Ranch Unit (the site of Roosevelt’s beloved second ranch in the Badlands). The South and North Units of the park are also connected via the Maah Daah Hey Trail, a 144-mile recreational trail considered one of the premier backpacking, mountain biking, and horseback-riding trails in the United States. A popular site in the South Unit of the park is the Painted Canyon Visitor Center, located just off I-94. While the facilities at this site are modest, the site offers a spectacular view of the North Dakota Badlands. Between the three units, the park recorded 691,658 visitors in 2019.

FOR GOOD HEALTHY EXERCISE
I WOULD STRONGLY RECOMMEND SOME OF OUR GILDED YOUTH TO GO WEST
and try a short course of riding “bucking” ponies and assist at the branding of a lot of Texas steers.

—THEODORE ROOSEVELT
speaking to a reporter at the New York Tribune on August 1, 1884
DISTRIBUTED EXPERIENCES

While the Competition (as defined and described within this document) will be limited to the main Library site, the Foundation intends for the overall visitor experience to have several T.R.-related touch points in and around the city of Medora and the adjacent national park (the “Distributed Experiences”). All touch points will be related, but each might represent different themes or connections to Roosevelt’s time spent in the Badlands and what they meant to him.

Through digital media, the Foundation intends to engage with visitors long before they start their physical journey to the Library. As they approach Medora, the options for visitation and engagement will extend well beyond the Library. Examples include Painted Canyon, a natural gateway to the Badlands for visitors arriving from the east on I-94; Elkhorn Ranch; recreational opportunities on the Maah Daah Hey Trail; and other sites within the Park and Medora.

The Distributed Experiences will be realized through separate public/private partnerships, between the Foundation, TRMF, the National Park Service, the U.S. Forest Service, the National Parks Foundation, and various stakeholders within Billings County and Medora. The Foundation intends to develop a thorough program for the Distributed Experiences by the completion of the Competition.

LIBRARY SITE

The Foundation is assessing sites in and close to Medora for locating this facility, several of which appear to be very promising. It is anticipated that selection of a site will be made prior to the launch of the Design Competition, with details provided in the forthcoming RFP.

Left
A cabin on Theodore Roosevelt’s Elkhorn Ranch.

Opposite
A mountain biker on the Maah Daah Hey Trail.

Below
A panoramic view from the Painted Canyon Overlook.
BUDGET AND SCHEDULE

THE FOUNDATION HAS set the following budget and schedule for the project, subject to revision as the architectural program is further developed and tested.

The total budget for the project is $150 million, including all soft costs, exhibitions, commissioning, and site work.

The Foundation envisions a four-to-five-year design, construction, and commissioning schedule for the main Library building.

PROJECT STRUCTURE

AN EXECUTIVE STORYTELLER (Future of StoryTelling) has been engaged to lead development of a narrative guide for the Library, which will ensure that the project delivers a cohesive and impactful message. The Interpretive Designer (Local Projects) fills a critical role and will work closely with the Executive Storyteller to shape an immersive experience that puts the visitor at the center of the narrative crafted by the Storyteller. It is envisioned that the Design Architect, once selected, will collaborate with this creative team to design the physical envelope for the project. The process for selecting the Design Architect is described in the following sections.

We are dealing with a new and momentous question, in the pregnant years while institutions are forming, AND WHEN WHAT WE DO WILL AFFECT NOT ONLY THE PRESENT BUT FUTURE GENERATIONS.

—THEODORE ROOSEVELT
in a message delivered at the beginning of the first session of the 57th Congress on December 3, 1901

Right and Opposite
Images of the possible Library site.
IN ORDER TO select the most appropriate design architect for the project, the Foundation will host an international design competition (the “Competition”), to which a maximum of three architectural firms will be invited to participate. The process of compiling the list of firms that were invited to respond to this RFQ started with an initial pool of approximately forty candidate firms nominated by various members of the Foundation’s Board of Trustees and certain of the Foundation’s employees and/or advisers. Each of these firms was evaluated with respect to their design skills, public reputation and stature, and experience in delivering successful, completed projects of similar scale. The Foundation is also seeking a firm that would be a highly collaborative partner, capable of delivering a truly unique, creative architectural design that also, very importantly, engages with the site artistically. A total of fourteen firms have been invited to respond to this RFQ.

Given the character of the selected site, and the Foundation’s goals of encouraging visitors to engage with the landscape and achieving a highly sustainable outcome, competitors are expected to include within their team a landscape architect and a sustainability consultant.

Upon selection of the winning firm in the Fall of 2020, the Foundation intends to initiate a design process based on an architectural program that has been further defined by the results of the Competition, the completion of the Executive Storyteller’s guiding narrative, the interpretive plan, additional market research, a business plan, further refinement of the architectural program and budget, and potential engagement of other members of the design and construction team. These activities will take place in parallel to the Competition.
COMPETITION ARCHITECTURAL PROGRAM

Subject to further revision prior to the issuance of the Competition Request For Proposals ("RFP"), the Foundation’s current architectural program for the main Library site will likely include the following elements:

- Interpretive/Exhibition Spaces
- Temporary Exhibition Space
- Multifunction Performance Space
- Restaurant and Café
- Museum Shop
- Digital Library and Curatorial Area
- Meeting Rooms and Classrooms
- Outdoor Experiences Located on the Library Main Site
- Back of House Support Areas

For the interpretive experience, the following spatial requirements will likely be necessary:

- View corridors, spatial progressions, and building navigation that make this a “narrative building,” interrelating themes and narrative to the overall architectural experience
- Balance of light and dark spaces
- Balance of quiet and reflecting/social and boisterous spaces
- Participatory activities that make the visitor the hero of the story, via immersive galleries/theater(s)/experiences
- Next-generation systems for sound, light, and air
- Unusual forms of physical navigation/circulation tied to T.R. (Rock climbing? Over-under-through?)
- Temporary galleries
- Climate control for artifact conservation
- Outdoor experiences/view sheds connected to and emblematic of narrative moments
- Power and data to support digital collections

The Foundation anticipates that the total gross built-up area of the project will be 70,000 to 80,000 sf.

COMPETITION DELIVERABLES

As stated previously, each participant in the Competition will be asked to provide a complete concept design based on the pro-forma program and budget. Deliverables will generally include, but not be limited to, the following (a more detailed list will be published in the RFP):

- Written design narrative, including landscape and sustainability
- Site plan and landscape concepts
- Concept floor plans
- Image and material boards
- Building sections and elevations
- Technical diagrams
- 3D computer model
- Minimum two (2) exterior, photo-realistic renderings
- Thoughts on the Distributed Experiences, relative to your proposed design for the project
- Additional sketches, narratives, and concepts as requested in the RFP, or at the discretion of the competitor
- Scope and fee proposal
COMPETITION SCHEDULE

- May 18, 2020
  Issuance of the Competition Invitation and RFP
- May 26 to June 5, 2020
  Competitor site visits to project site in Medora, ND
- TBD
  Interim face-to-face progress meeting
- July 17, 2020
  Deadline for submission of Competition deliverables
- September 8 to 18, 2020
  Competitor presentations to Foundation (location TBD)
- September 18, 2020
  Announcement of winning candidate
- October 15, 2020
  Concept design kick-off meeting (location TBD)

COMPETITION FEES, EXPENSES, FORM OF AGREEMENT

Each firm invited to participate in the Competition will be paid an honorarium of US $50,000; fifty percent (50%) will be payable upon the delivery to and acceptance by the Foundation of all Competition deliverables and fifty percent (50%) will be payable upon completion of the firm’s final presentation to the Foundation. In addition, the Foundation will reimburse, at cost, pre-approved travel and shipping costs related to site visits, presentations, and the shipping of deliverables to the Foundation. No other expenses incurred by competitors will be reimbursed. It is anticipated that the winning firm will be contracted as a subconsultant to the Executive Architect through an AIA form of agreement. For all work produced during the Competition and submitted to the Foundation, the Foundation shall be granted an irrevocable, perpetual, and exclusive license to use the materials to publicize the project and for the Foundation’s fundraising efforts. Competitors shall also grant to the Foundation a non-exclusive license to use their name, likeness, and mark(s) for the same purposes. Such licenses shall be granted at no additional cost.
THE CREDIT BELongs TO THE MAN WHO IS ACTUALLY IN THE ARENA, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming.

—THEODORE ROOSEVELT

from his speech “Citizenship in a Republic,” given in Paris on April 23, 1910

THE RFQ PROCESS

THE FOUNDATION HAS invited fourteen (14) internationally recognized architectural design firms to submit qualifications for consideration to be selected to participate in the Competition. From those firms submitting qualifications, up to three will be selected and invited to participate in the Competition. The Foundation’s decision to invite, or not to invite, any particular firm will be at the Foundation’s sole discretion.

Following the submission of qualifications, the Foundation will review each firm’s materials and, in the Foundation’s sole discretion, may elect to interview one or more firms, preferably at the firm’s offices, to meet the proposed project team, understand the firm’s process, and discuss the project in more depth. Interviews may be conducted via video conference depending on travel and/or scheduling restrictions.

It is the intention of the Foundation to formally issue the Competition Invitation and RFP to up to three finalist firms on May 18, 2020.
RFQ EVALUATION CRITERIA
The criteria established by the Foundation to evaluate candidate architectural firms include the following factors:

- The firm’s proposed design team, including supervising principal
- Evidence that the firm has a collaborative culture and process
- Capacity of the firm to focus deeply on the project
- Demonstrated ability to design to a budget and develop constructible buildings
- Experience designing sustainable buildings as a core competency of the firm
- Evidence that the firm understands and is sensitive to form-making in a natural environment
- Demonstrated interest in embracing spiritual and restorative qualities of nature through architecture
- A body of work that inspires, excites, and challenges
- A body of work that demonstrates a strong and clear point of view
- Demonstrated ability to work outside of familiar design languages
- A design signature, if any, that does not drive solutions; the firm’s focus should be on finding solutions that are right for this project, location, and client
- TRPLF reserves the right to make the design architect selection based on subjective criteria not listed here, in its sole discretion.

RFQ SCHEDULE
- April 6, 2020
  RFQ distributed
- April 17, 2020
  Submission of Qualifications
- May 1, 2020
  Firms selected for interviews
- May 4 to 15, 2020
  Interviews
- May 18, 2020
  Finalists selected; Competition Invitation and RFP distributed
RFQ RESPONSE DELIVERABLES

In response to this RFQ, each firm is requested to submit the following deliverables:

• Written confirmation that, if invited, your firm will participate in the Competition
• Firm qualifications relative to the project
• Proposed team
• Description of your firm’s process, relative to the project, with examples
• In addition to the general information about your firm that we have requested in this RFQ, the Foundation would appreciate a response to each of the following questions. Please feel free to respond in whatever manner you think is most appropriate.

1. The Foundation’s vision for the project is that it must be highly sustainable; that it must be adaptable to future developments in sustainable technologies, strategies and methods; and that it will set a new standard in sustainable design. How would your firm approach this challenge within the Badlands of North Dakota?

2. The Foundation’s vision is that the experience of the Museum and Library will ultimately be distributed through several sites in and around Medora and the Theodore Roosevelt National Park. The focus of the Design Competition will be the main site, which will encompass the Museum, Library, and associated public and support areas. Projects at other locations may be executed by different development and design teams working separately from the main museum and library project. Please address how you might approach establishing meaningful connections with these other sites/projects through the design of the Museum and Library project.

3. The Foundation’s vision for the project is that the architecture of the Library and Museum will harmonize with the landscape, blurring the boundary between inside and outside, and encourage visitors to engage directly with the landscape. Please speak to how you might achieve these goals, which include delivering a building that must support an ambitious internal interpretive, exhibition, and convening program.

4. In many internal discussions, the Foundation has indicated that the Library and Museum building itself might (a) serve as an element of the overall interpretive story, and (b) tell the story of its own design as it relates to sustainable building technology. What are your thoughts on how you might express these considerations in your design process?

RFQ COMMUNICATION PROTOCOL

All responses to the RFQ shall be submitted in writing (via email) no later than 5:00 p.m. Eastern Daylight Time on April 17, 2020, to:

Colleen Wolfe  
D. R. Horne & Company  
cwolfe@drhorne.com

with a cc to:

Chuck Wood  
The Working Group LLC  
chuck@theworkinggroup.net

Any queries or communication related to the RFQ prior to the April 17, 2020, deadline should be directed to the persons listed above.
CREDITS

THEODORE ROOSEVELT PRESIDENTIAL LIBRARY FOUNDATION

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With special thanks to the Design + Architecture Committee, Melani Walton (chair), Chevy Humphrey (member), Allison Davis O'Keefe (strategic advisor), and our Investment Strategy Advisors, Ted Roosevelt V and Rob Walton

Executive Storyteller: Future of StoryTelling
Interpretive Designer: Local Projects

RFQ CREDITS:
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