

Date: May 19, 2023

Subject: Request for Proposals (RFP) for the following:
Design-Build Team for Pollock Halls Renovations
Penn State – University Park Campus
Penn State Project No. 00-07386.00

To: Barton Malow Builders – Clark Nexsen
Clayco – Mackey Mitchell Architects/DLA+
Gilbane/Massaro – SCB/Moody Nolan
LF Driscoll – KieranTimberlake
Turner – RAMSA
Whiting-Turner – EwingCole/Hanbury

A. INTRODUCTION

Congratulations to the above teams. You have been selected for the long-list of Design-Build (DB) firms that are invited to respond to this Request for Proposal (RFP) for the above reference project. The Design-Build (DB) Screening Committee for this project is excited to continue with this selection process.

The Office of Physical Plant (OPP) of The Pennsylvania State University (Penn State) intends to renew the Pollock Halls residential area at its University Park (UP) campus to address building age related challenges and meet current student needs and expectations. The project, envisioned to be completed in multiple phases, currently includes the plan to renovate seven residence halls and remove two residence halls. The work also includes the renewal of the supporting systems located in Pollock Commons and the corresponding connections through the service tunnels to the halls. The Pollock Halls site will also be renewed.

B. PROJECT OVERVIEW AND PROGRAM OF REQUIREMENTS

This work is a continuation of a residence hall renewal program developed from a 2014 Bohlin Cywinski Jackson Programming and Master Plan Study for the East Halls and Pollock Halls residence areas. This study was preceded by a 2013 Clark Nexsen Feasibility Study covering the same two areas. These studies will be shared with the long-listed teams.

After the studies were completed, it was decided to renovate East Halls first. A team was selected, and the renewal of East Halls was undertaken in six phases. With the work at East Halls approaching completion, we are moving our focus to the remaining work of the renewal program at Pollock Halls.

The purpose of this selection is to select a DB team for the renewal of Pollock Halls. Specifically, to enter into an agreement with a DB team for a fixed-fee contract for design and pre-construction. Then, upon successful completion of design and procurement, establish a Guaranteed Maximum Price (GMP) and convert to a GMP contract with all fixed costs rolled into the GMP. Bridging will not be utilized. This will be repeated for each phase.

The renovation and removal of multiple residence halls in Pollock Halls (as outlined below) will be performed in multiple phases. Each phase will be a separate Penn State project and will have a separate DB agreement. It shall be understood that the anticipated number of renovations, removals, and phases may change as it suits Penn State. Specifically, Penn State is not required to enter into agreement with the selected DB team for succeeding phases.

The successful DB team will lead planning, design, procurement, and construction efforts for the renovations and removals, including all related site/civil improvements. Work has been planned in two master phases and is currently envisioned as follows:

- Phase 3: Complete renovation of seven existing residence halls and the Pollock Halls site.
 - Phase 3A is anticipated to include Ritner and Wolf halls.
 - Phase 3B is anticipated to include Hiester and Shulze halls.
 - Phase 3C is anticipated to include Porter and Shunk halls.
 - Phase 3D is anticipated to consist of Beaver Hall.
- Phase 4: Removal of Hartranft and Mifflin halls and site renewal.
 - Note: Penn State is actively considering keeping one or both buildings. If one or both buildings are kept, they may be renovated similarly to the other buildings in Pollock or with a different program/room type.



Figure 1 – Pollock Halls, 1962 La Vie

The summary history of Pollock Halls is as follows:

- Pollock Halls was built to replace Pollock Circle, a temporary housing complex built quickly to respond to the rapid enrollment growth that followed the Second World War.
- The nine residence halls in Pollock Halls were constructed in two phases. All the buildings opened in 1960 except for Porter and Shunk, which were built later and opened in 1964.
- Pollock Halls has approximately 2,500 beds, about 20% of the Housing inventory at UP.
- The halls have been retrofitted with sprinkler systems & regularly maintained.
- Some halls have seen some repairs, e.g., building rewiring, partial piping replacement, elevator replacements.
- None of the halls have received comprehensive renovation.

The goals of this project include the following:

- Fully renovate the Pollock residence halls to remove hazardous materials, meet ADA accessibility needs, renew building envelopes, replace all building systems, and update their aesthetic.
 - Update the student experience by creating vibrant common spaces and shared private baths, improving resident comfort (including adding air conditioning), replacing all finishes, and providing new, movable furniture.
 - Maintain double rooms as the predominant room type, with the goal of preserving the existing bed count.
- Fully renovate the site to implement functional, accessibility, and aesthetic improvements.
- An outcome that renews and transforms the complex and sets it up for decades of additional successful service to the University, with a focus on the student perspective, campus place making, durability, low maintenance, and energy efficiency.

The total project budget for Phases 3 and 4 – including soft costs, FF&E, and owner contingency – is \$338.2M. In keeping with our commitment to environmental sustainability each building will, at a minimum, attain USGBC’s LEED certified level. We expect program validation and design to commence immediately (upon contract execution) with construction completed for the sequential phases as follows:

- Phase 3A no later than July 2026
- Phase 3B no later than July 2027
- Phase 3C no later than July 2028
- Phase 3D no later than July 2029
- Phase 4 no later than December 2029

C. PRELIMINARY SCOPE OF WORK

The successful DB team will immediately begin leading programming and site design efforts while soliciting input from Penn State Housing and Food Services (HFS) and other designated members of the project team. Critical initial efforts include:

- establishing a detailed design and construction schedule, inclusive of land development,
- building a trade package level budget for all phases,
- reviewing the 2014 Bohlin Cywinski Jackson Programming and Master Plan Study,
- updating and validating the building and site programming, and
- developing the site design*.

** The entire site will be designed at the beginning so that the site and stormwater can be addressed and permitted holistically. Construction of the site will be done in parts to align with the buildings constructed in each phase.*

The anticipated design and construction milestones for the first phase are as follows**:

- Programming Validation and Conceptual Design, Summer 2023.
- Schematic Design, Fall 2023.
 - Submit for Penn State Design Review, Winter 2023/24.
 - Submit for Project Decision Review Board (PDRB) approval, January 2024.

- Design Development, Winter 2024.
 - Submit for Penn State Design Review, Spring 2024.
- Construction Documents, Spring/Summer 2024.
 - Submit for Penn State Design Review, Fall 2024.
 - Submit to PA L&I for building permits, Fall 2024.
 - Submit to PA L&I for ceiling height related variances, Winter 2024/25.
- Procurement, Fall 2024.
 - Submit for PDRB for approval, January 2025.
 - Submit for Board of Trustees (BOT) for approval, February 2025.
- Construction
 - Start May 2025, after Spring Commencement.
 - Substantial completion July 2026.
- Turnover, July/August 2026.

*** Site approvals are not listed. The DB team will lead the development of a schedule for the land development approval process as noted in the preceding section.*

Subsequent phases would follow similar schedules, one year after the previous phase.

We will also require a review of the project schedule to evaluate the possibility of accelerating design so that we can go for BOT approval in November 2024. Construction would still start the following May, but this would provide more time to establish contracts and order long-lead material.

D. DB TEAM POINT OF CONTACT

Each long-listed team is to appoint one individual and share their contact information, including email address, with the University Architect and OPP Facilities Project Manager.

E. INFORMATION SHARED WITH LONG-LISTED TEAMS

The following information is/ will be shared with the long-listed teams. Links are provided for publicly available information. The remaining information is controlled and will be shared directly to each team's point of contact via a shared drive link sent by email.

- **Original Construction Drawings.** Most of the original drawings are available from our archive. These will be made available in PDF format via a shared drive to each long-listed firm's point of contact.
- **Building Block Plans.** Simple plan drawings of each level of each of the subject buildings. These will be made available in PDF and DWG formats via a shared drive to each long-listed firm's point of contact.
- **2013 Clark Nexsen Feasibility Study.** This will be made available in PDF format via a shared drive to each long-listed firm's point of contact.
- **2014 Bohlin Cywinski Jackson Programming and Master Plan Study.** This will be made available in PDF format via a shared drive to each long-listed firm's point of contact.

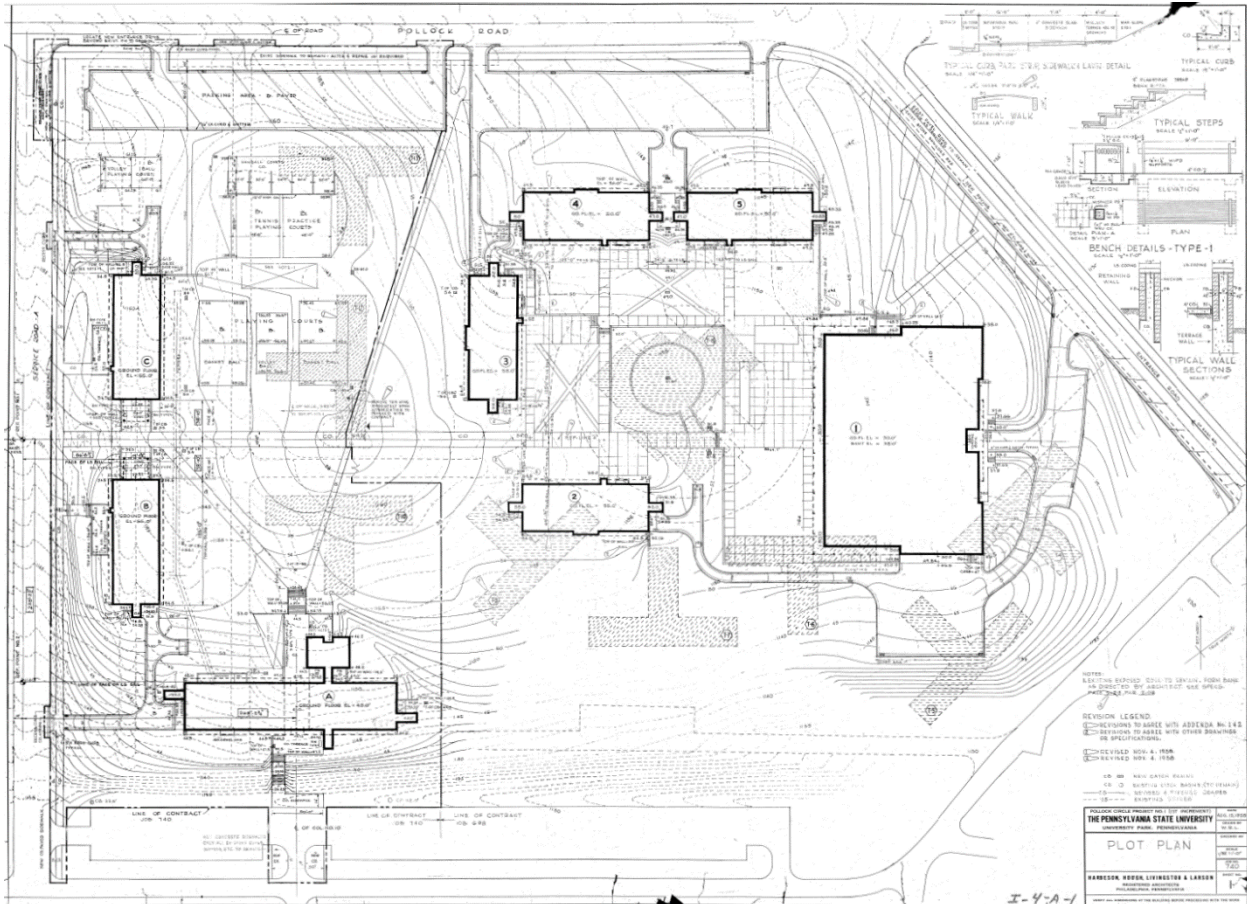


Figure 2 – Plot Plan from Original Construction Drawings, Note Outlines of Pollock Circle Buildings Removed

- **Design Assumptions for Pollock Halls.** A document outlining programming and scope information that Penn State HFS has developed over time through the construction of similar projects. This will be made available in PDF format via a shared drive to each long-listed firm’s point of contact.
- **Form of Agreement.** Our standard design-build agreement is a modified ConsensusDocs 410 Standard Design-Build Agreement and General Conditions Between Owner and Design-Builder. This will be made available in PDF format via a shared drive to each long-listed firm’s point of contact.
 - *By participating in this selection process, the DB is acknowledging that they concur with, without exception, the terms, conditions, and provisions as contained in this form of agreement. State this concurrence in your proposal.*
- **OPP Design and Construction Standards:**
 - <https://oppwiki.atlassian.net/wiki/spaces/OPPDCS/overview>
 - *Review this and state in your proposal your team’s ability to deliver a compliant project.*
 - *We emphasize “01 80 00 Performance Requirements” and note the minimum requirement of LEED Certified for this project.*

- We emphasize “00 51 00 Miscellaneous Forms,” specifically “Design Phase Deliverables.”

F. SELECTION AND IMPLEMENTATION MILESTONES

All times are EST.
Dates after RFP are tentative.

• RFP Issued to Long-Listed Teams:	May 19, 2023
• Tours of existing facilities for long-listed DB teams*:	1PM, May 25, 2023 1PM, May 31, 2023
• Submission of Proposals Due:	Noon, June 12, 2023
• Post Short-List results and Interview notice:	week of July 3, 2023
• DB Team Interviews:	July 27, 2023
• Post Results	week of August 31, 2023
• Contract Award / Letter of Intent:	September 2023
• Board of Trustees Final Plan Approval/Construction Authorization	February 2025
• Construction Start Date (first phase):	May 2025
• Construction Completion (first phase):	July 2026
• Project Occupancy (first phase)	August 2026

**Each team’s point of contact shall email the OPP Facilities Project Manager (cc’ing the University Architect) to RSVP for one of the two tour dates. A calendar appointment will be sent to the points of contact with starting locations and other tour information. All teams are free to pick either day. We do not require or expect the tours to be balanced. Please note that the tours will cover a lot of ground and there are parts that will not be fully accessible. Please dress/prepare accordingly.*

G. PRE-PROPOSAL SUBMISSION CONTACT

Questions during the selection process are welcome. We request, to the extent possible and to promote fairness, that questions be submitted in writing via email to the OPP Facilities Project Manager (cc’ing the University Architect). An attempt will be made to answer all questions in writing which will be shared with each long-listed firm’s point of contact.

H. PROPOSAL REQUIREMENTS

Deliver your proposal as a PDF via email to Greg Kufner (gak21@psu.edu) and Rich O’Donald (reo100@psu.edu). Please reference the project in the subject line of your email as “Pollock Hall – Design-Build Team Selection”.

PDF (electronic) submissions of your Proposals are due June 12, 2023, at Noon, Eastern Standard Time. Proposals received after this date and time may be automatically rejected. Proposals shall be provided in an 8.5”x 11” format. Limit submission to forty-two (42) single-sided pages maximum (21 double-sided), plus the cover letter.

A cover letter shall be provided from the proposed leader(s) of the Candidate Team submitting. The cover letter should be one page maximum. The cover letter should include the following:

- A. This letter should establish the contact information (address, phone, and e-mail) for your team's main point of contact.
- B. Primary office location of the submitting candidate team.
- C. A concise summary as to why your team is best suited for this project.
- D. Statement of certification that all information provided in your submittal is accurate.

Collate and bind proposals according to the following four (4) Sections:

Proposals shall follow the below format, in the order stated to ensure that all pertinent information necessary for evaluation is included and easily comparable by Selection Committee. The cover letter, table of contents, and divider pages will not count towards the RFP page limitation. OPP encourages you to be as brief as possible without sacrificing accuracy and completeness.

*** Note 1: As applicable throughout proposal, provide professional credit to architectural partners (including design architect, architect of record, and academic / lab planning partners) for all projects discussed within the proposal and for all project images shown.**

Section 1.0 –TEAM STRUCTURE

- A. Identify the entire proposed Design-Build (DB) team, size of prime firm and key consultant firms, each firm's role on this project, and each firm's qualification and experience on similar projects. Identify past collaboration between DB firm and key consultants, including number/ value of projects. Describe overall team commitment to sustainable design, including number and types of completed LEED projects.
- B. Provide a team organizational chart that shows both companies and people. It should clearly indicate the contractual hierarchy of all team entities, including prime and key consultant firms, and provide the name and role of key team members. Clearly identify which team members are designated for leadership positions on the team. Please highlight Diverse Business Enterprise Program (DBE) representation on your team.
- C. Provide role descriptions and resumes of key team members identified in the organizational chart. Be specific about the roles and on-site participation for each team member. Include registrations/ certifications, educational background, years of experience, relevant project experience (including project scope, size, cost), and define each key team member's role on each project. If possible, highlight experience with Design-Build projects. Include two client references for each key team member. **Please avoid using Penn State employees as references.**

Section 2.0 – TEAM QUALIFICATIONS

- A. Provide a summary of qualifications and expertise of the firms with specific emphasis on:
 - 1. Design and/or Construction Excellence, including national recognition.
 - 2. Distinguishing factors of team differentiation.

3. Experience delivering programs, studies, and projects of a similar scope, scale, and complexity. **(See Note 1)**
 4. Expertise in the planning, design, and delivery of state-of-the-art collegiate housing, particularly housing built, owned, and managed by the higher education entity it serves. **(See Note 1)**
 5. Experience with delivering multi-phase and renovation work on active college campuses. **(See Note 1)**
- B. Identify a maximum of **eight (8) example projects**, or studies, within the last ten (10) years, which BEST exemplify qualifications and expertise listed above for the proposed team. Include brief description of each project, project gross square feet, project budget, final project cost, completion date of project, and a client reference(s). If a project is a study, clearly define the scope of the study. Show illustrative representation of the example projects, particularly those highlighting the work of your team's proposed team. **(See Note 1)**.
 - C. Develop a matrix that illustrates the similarities between the example projects to this project.
 - D. In matrix form, show the participation of individuals from the proposed DB/ architectural/ engineering team on the identified projects. List each team member's respective role on each of the example projects.
 - E. Briefly describe your proposed methodology to help support Penn State's Diverse Business Enterprise Program (DBE), including outreach, and how you propose to maximize DBE firm participation within your proposed team. DBE requirements can be found in this link:

<https://opp.psu.edu/planningdesignconstruction/diverse-business-enterprise-program-dbe>
 - F. List errors and omissions insurance coverage limits of the DB contractor and professional entities of the candidate team. Provide information on errors and omissions claims in the last (7) seven years.
 - G. Provide historical breakdown of project performance for the DB contractor and professional entities. Include project delivery method, history of project budgets compared to completed construction cost, history of change orders, average response time to RFIs, and any other key project profiles relevant to this project.

Section 3.0 – PROJECT APPROACH AND SCHEDULE

- A. Describe your proposed Design-Build process and approach for this project, including approach to planning, managing, and executing the project. Summarize your team structure and governance as it relates to which firm/entity leads which phases and/or efforts and overall decision making. Please share experiences your proposed team members have on projects delivered in a more integrated and lean approach. Be specific with your approach to lean design and construction principles (Last Planner, CoS, A3's, etc.) and suggest those you would expect to use for this project. Identify areas for enhanced collaboration between the DB team and Penn State.

Additionally, or within the response to the above, describe your team's DB approach to the following:

1. Your approach to project visioning and goal setting. Your approach to achieving the project vision and goals from first steps through closeout.
 2. Cost estimating, cost control, and quality control through the design and construction phases. Define how you propose to manage scope and cost through design and construction. Discuss the impact of the recent volatility in the overall economy on the current construction market and how it relates to material and labor availability. Note tools and procedures you can bring to the project to mitigate these challenges. Describe your proposed timing and process for developing a Guaranteed Maximum Price (GMP) for the project.
 3. Creating a collaborative environment between your team, Penn State stakeholders, trade contractors, third party consultants, suppliers, and agencies having jurisdiction.
 4. Use of BIM and other technology/ digital tools through design and construction.
- B. Describe your team's overall design and planning approach to:
1. Innovative design.
 2. Flexible and/ or adaptable design.
 3. Developing or validating the project program, including verifying the mix of program elements.
 4. Programming, space planning, and programmatic adjacencies, including the creation of blocking and staking options to respond to project aspirations, sustainability and other factors relevant to the program elements.
 5. Design approach to develop interior/ exterior "look and feel".
- C. Briefly describe your approach to Penn State design reviews and jurisdictional reviews. Key anticipated jurisdictional reviews include Labor & Industry for building code and State College Borough for zoning and land development. The DB team shall be responsible for securing these permits with assistance from Penn State. Any fees associated with permits shall be paid for by the DB Contractor and will be reimbursed by the University.
- D. Brief narrative approach to MEP planning/ design/ delivery of multi-phase work with shared mechanical plants and electrical infrastructure.
- E. Approach to Sustainability. After reviewing Penn State's High-Performance Standards, describe your team's approach to driving towards Penn State's sustainability goals on the project, including options to exceed our standards. Highlight your experience of meeting similar high-performance standards. Define which individuals are leading certain sustainability efforts.

Among other applicable topics, discuss your team's approach and experience applying advanced sustainability measures, ability to apply best practice in sustainable design, applications of creative innovations to obtain the optimum performance for projects, and experience using energy models to drive design, operations, and life cycle thinking.

- F. After reviewing the anticipated design and construction milestones, please provide your thoughts and approach to the project schedule. Create a graphic project schedule showing phase durations, owner engagements and review periods, critical milestones, and other critical schedule elements. This can be printed on an 11x17 fold-out and only count as a single page.
- G. Verify the entire DB team's availability to appropriately staff the project, given other project workload.

Section 4.0 – PROJECT-SPECIFIC KEY DRIVERS AND IDEAS

- A. Project Understanding. Briefly demonstrate your understanding of the project. Provide any observations of the project program or other provided information. Describe key project drivers, critical design elements, and potential constructability considerations your team has identified as a priority for this specific project. Discuss how you addressed similar issues on other projects.
- B. Specifically describe your team's proposed approach to:
- Campus, Pollock Neighborhood Enhancement. How can the Pollock Halls district be reimaged from a functional and experiential viewpoint? What potential is there to make this area a unique place for Penn State? Provide an example of neighborhood transformation from your work.

- Key Constraints. The buildings in Pollock Halls typically have low ceiling heights (7'-4 1/2" from floor to underside of structure). This condition also exists in North Halls, South Halls, and East Halls.

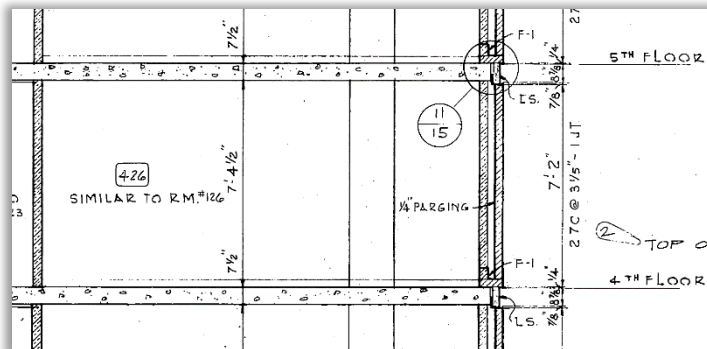


Figure 3 – Building Section Detail from Original Construction Drawings

With variance requests and careful planning, we have navigated this challenging constraint when renovating those other areas.

Discuss how your team would attack this challenge. Highlight the key things that are impacted by this condition. Provide any relevant examples from your projects that had similar constraints.

- Renovation Scope. The benefit and challenge with renovation projects can be the ability to manage scope. What must be redone? What can be reused? Typically, we remove and replace all the sprinkler (except standpipes), plumbing, mechanical, electrical, and technology systems in these renovation projects. Given the economic headwind that all higher education institutions are facing, we want to seek all reasonable opportunities to reduce costs.

How would you respond to the challenge of salvaging some of this existing work? Specifically, in this instance, the brick electrical construction. A lot of these buildings were rewired within the last couple decades. Is it reasonable to try to keep some of this work? To reuse original conduits/paths? What compromises does this introduce? Tell us through examples of your work how you approached managing scope in renovations.

- d. Building Envelope. We have concerns about the facades of the residence halls in Pollock Halls. The typical wall construction is 10" thick with 4" face brick on the exterior, 4" CMU on the interior, and a 2" air space (all component dimensions are nominal). The back of the face brick was parged for water management. (This is typical in our halls built in the 50's and 60's.) In the past decade we have made several urgent repairs at Pollock and have found corroded or missing brick ties. We are also considering moving the offset windows, possibly to center them in the student rooms. We expect this to have a significant impact on the scope of the work and the exterior design of the buildings.

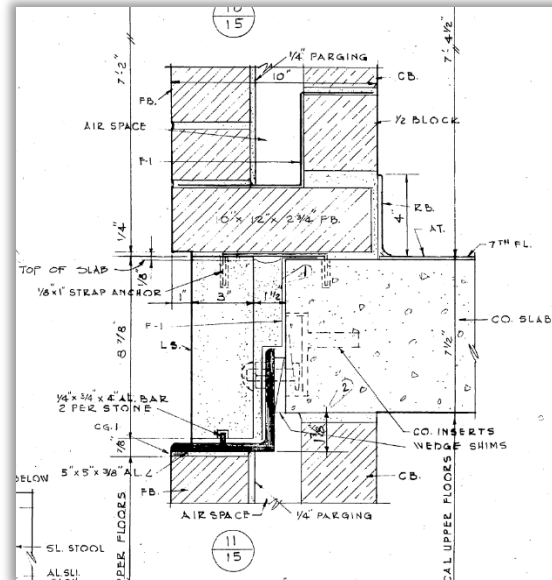


Figure 4 – Detail from Original Construction Drawings

Take us through how you would investigate the existing construction and develop options to address the situation. Discuss how you would approach the aesthetic possibilities and the cost hurdles. Provide any examples of relevant experience with similar systemic existing conditions.

- e. Multi-Phase Projects. These are somewhat unique in our industry. They introduce benefits and challenges to an already complex and difficult industry. Tell us how you would leverage the benefits and mitigate the challenges of this multi-phase endeavor. Reference examples from your past work if germane.
- C. Discuss an example project, relevant to our project but maybe not discussed in response to the above issues, in more detail than your Section 2 response may allow. If possible, discuss a project that was delivered by the proposed contractor and design team, ideally a project that was executed with a Design-Build contract. Include insights into what made the example project successful.

I. RESPONSE CONDITIONS

Participation in this selection process by submitting DB teams is voluntary and shall be at no cost or obligation to Penn State.

Penn State does not oblige itself to make the selection for this design-build contract based on lowest cost and reserves the right to reject all responses and to hold proposals for a minimum of forty-five days. Penn State further reserves the right to waive any irregularity in any or all responses, and to reject or accept any response or portion thereof. Our intent is to identify the DB team that provides the best fit for our perceived need. This DB team will balance experience, service, quality, and cost.

News releases pertaining to this work will not be made without prior approval from Penn State, and then only in coordination with Penn State. The contents of all selection process correspondence and material are to remain confidential, and as such, not be made public.

After selection, the Penn State Facility Project Leader will be Penn State's point of contact for the DB team for all matters related to the project and is the only person authorized to provide direction to the DB team.

The DB teams are responsible for making all parking arrangements. Penn State is not responsible for any citations or parking violations incurred by a DB team.

If it becomes necessary to revise any part of this request an amendment will be posted on the selection website.

Thank you for your ongoing participation in this Design-Build Selection process. We look forward to reviewing your responsive proposal for this important project.

Kindest Regards,

Greg Kufner, AIA, NCARB, University Architect
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CC: Screening Committee