



Office of Physical Plant
Physical Plant Building
University Park, PA 16802-1118

Date: January 30, 2023

Subject: **Request for Proposals**

Professional Design Services for Waring Commons Programming Study
Penn State – University Park Campus
Penn State Project No. 00-07032.00

To: CannonDesign
Cooper Carry
Hanbury
MGA Partners
Robert A.M. Stern Architects (RAMSA)
Solomon Cordwell Buenz (SCB)
S/L/A/M Collaborative (SLAM)
STUDIOS
William Rawn Associates
WTW Architects

Invited Firms:

The Office of Physical Plant (OPP) of the Pennsylvania State University (Penn State) invites you, the above listed firms, to respond to this Request for Proposal (RFP). This RFP is for a study to provide a framework for a project to renew Waring Commons. This study must support the needs of Housing and Food Services (HFS) and focus on the student experience, campus community, efficient operations, and operational success.

1. INTRODUCTION

We are seeking the most creative and skilled 'A Team' possible, with proven experience leading and executing similar study efforts. We require an experienced team to guide the study process, including the client engagement effort.

Penn State wishes to define a capital project strategy by early 2024, which requires a study effort that begins quickly and is time efficient. The selected study team will help Penn State identify options to renew, expand, and/or replace Waring Commons that modernize the student experience, engage the campus community, provide operational efficiency, and contribute to the ongoing success of HFS. Most importantly, we are seeking a carefully considered/planned and actionable study.

This Study will require contemplation of multiple different planning and design scenarios. These will include – at a minimum – a renovation, a renovation with addition(s) and/or partial replacement, and a complete building replacement. We anticipate considering a potential building replacement scenario for several reasons. These include possible programmatic goals that require a larger building and/or reorganization of the building that the existing structure cannot accommodate. This study will determine which approach is best to meet the needs of HFS and Penn State.

It is also important to highlight that the student commons portion of the building, a hub for over 1700 students, is just as critical as the dining and food service element. (Re)organizing the building to put all the various, sometimes competing, parts in their best place will be key to this effort and make Waring Commons a great place for all who visit it and work in it.

2. HISTORY AND DATA

William G. Waring Hall, completed in early 1951, is two stories with a basement, approximately 78,000 GSF, and serves as the commons building for the West Halls residential complex at Penn State's University Park Campus. Due to its use the building is now called Waring Commons in most circumstances.

Waring Commons was built concurrently with Hamilton, McKee, and Thompson Halls which were completed in the fall of 1950. Waring Commons abuts Hamilton Hall; the buildings are connected on the basement and second floor levels and share a ground level entrance area on the northeast side. The three 1950 residence halls, combined with the prewar residence halls of Watts (1923), Irvin (1925, originally Varsity), and Jordan (1930, originally Frear) Halls, house approximately 1,650 students, which is approximately twelve percent of the undergraduate beds at University Park.

3. STUDY OVERVIEW AND PROGRAM OF REQUIREMENTS

Task 1: Guide the Establishment of Building Goals

Lead stakeholders in a process to establish the goals for the building. Goals shall:

1. focus on the experience of students, employees, and guests,
2. be based on the needs of Housing and Food Services, Residence Life, and their internal and external partners,
3. identify quality, schedule, and budget expectations, and
4. integrate with the Penn State Values of Integrity, Respect, Responsibility, Discovery, Excellence, and Community.

Task 2: Assess Facility Condition

Complete a facility condition assessment of the current building and its immediate site. The assessment shall include, but not be limited to, the following items:

1. Areas/items of potential failure,
2. health and safety concerns, including code and ADA compliance issues,
3. building structural integrity, including its ability to accommodate renovation and expansion,
4. building systems – including life safety, fire protection, security, telecom, plumbing, mechanical, and electrical,
5. building exterior envelope,

6. building architectural systems and finishes, and
7. fixed food service equipment.

Include the reasonable life expectancy of the items listed above and note how much of that expectancy remains.

It is anticipated that as part of the assessment the Professional's team will meet with designated representatives of the building's operation, management, and maintenance teams to discuss facility related issues. These meetings will be organized by the Penn State Facility Project Manager.

The final report shall include a written summary of the above information along with photo documentation.

Task 3: Develop Space Program and Conceptual Layout

Complete a space program and conceptual layout for the facility. Process shall include, but not be limited to, the following tasks:

1. Cataloging existing spaces in the building.
2. Help Penn State identify spaces to maintain, modify, add, and remove. A separate program for interior and exterior spaces will be created. Anticipated areas of focus will be:
 - a. Balance between All-You-Care-To-Eat (AYCTE) and retail service,
 - b. potential training table for athletes based in the West Halls area,
 - c. addition of special event space/private dining room,
 - d. the commons desk, including methods for mail and package processing and delivery,
 - e. impact of keeping and options to remove the existing classroom space in the building,
 - f. new food retail operations,
 - g. potential test kitchen that could be integrated with the School of Hospitality Management,
 - h. convenience store improvements,
 - i. response to emerging trends, e.g., mobile ordering, ghost kitchen, and roastery,
 - j. meeting space and offices for students and staff, and
 - k. building in flexibility as trends and technology change.
3. Review the organization of the building and the adjacencies of its spaces and develop options to improve the student experience and business operation. Key initial issues are:
 - a. Student experience from first day to everyday,
 - b. appropriate queuing at service points,
 - c. understanding the impact of the West Campus expansion on operational opportunities to better serve the campus community,

- d. connecting the interior offerings of the building to the street pedestrian/nonresident customer,
 - e. improving the “connection” between floors, including ADA access,
 - f. connection/access to/from Hamilton Hall and the rest of the West Halls residence halls,
 - g. relocating, either temporarily or permanently, programmatic elements into adjacent buildings,
 - h. creating spaces that can remain available to students when service elements are closed,
 - i. locating “grab-and-go” style offerings close to natural student movement, and
 - j. moving quieter spaces away from the bustle of high traffic areas.
4. Review the workflow of the building – with a focus on food production, retail stocking, and commons desk operation (including processing of mail and packages) – from receipt at dock to delivery to the student/customer and develop options to improve logistics throughout. This will include:
- a. Reviewing the dock for improvement and/or relocation,
 - b. exploring options to revise the “back of house” horizontal and vertical paths in the building,
 - c. reconsidering the reorganization of the kitchen(s) and prep areas,
 - d. right-sizing and better locating the convenience store and commons desk, and
 - e. locating the service points to promote student access, maximize “back of house” efficiencies, and minimize or eliminate customer-staff crossflow.
5. Incorporate needed renewal of building systems into the work of the study including:
- a. adding full building air conditioning via connection to the campus chilled water system (connection to campus chilled water system has been explored in a separate study) and
 - b. upgrading the building’s connection to the campus electrical grid.

Task 4: Develop Exterior Concept

Complete a conceptual exterior development plan based on the interior and exterior programs and conceptual layout(s). Plan shall address, at a minimum, the following concerns:

1. Constraints based on the building’s, and the West Halls complex’s, inclusion in the Farmers’ High School national historic district,
2. local zoning and other regulatory requirements,
3. Penn State design standards and master plan guidelines,
4. existing grading and utility conditions and constraints,
5. location and massing of any proposed replacements, changes, or additions,
6. maintaining and preserving the integrity of the existing complex’s aesthetics, and

7. building access for students, staff, visitors, deliveries, and waste removal, including parking and dumpster/compactor location(s).

Task 5: Identify Implementation Information

Develop implementation information to guide a subsequent renewal project. Information shall address, at a minimum, the following items:

1. Construction phasing options with related time and cost implications of
 - a. partial occupancy during construction for renovation and/or
 - b. closing the building for renovation or replacement and providing services in a temporary location/facility,
2. project schedule(s) that include regulatory and any needed variance processes, and
3. estimate(s) of total project costs.

4. SELECTION AND IMPLEMENTATION MILESTONES

*All times are EST.
Future dates are tentative.*

- Tours of existing facilities for long listed teams: 1 PM, February 14, 2023
3 PM, February 15, 2023
- **Submission of Proposals Due: Noon, March 9, 2023**
- Post Short-List results and Interview notice: week of March 20, 2023
- **Submission of Fee Schedule Due (from Short-Listed teams): Noon, March 30, 2023**
- **Team Interviews (if required): May 1, 2023**
- Notification of results to firms: week of May 8, 2023
- Contract Award / Letter of Intent: May/June 2023
- Completion of Study: Early 2024

5. CONTACT DURING THE SELECTION PROCESS

Questions during the selection process are welcome and shall be submitted in writing via email to the Penn State Facilities Project Manager. Please cc the University Architect. An attempt will be made to answer all questions in writing via email which will be shared with all firms active at that point in the process.

6. RELEVANT INFORMATION AND STANDARDS

- **Penn State Guiding Principles for Campus Planning:**
<https://www.opp.psu.edu/sites/opp/files/guidingprinciples-campusplanning.pdf>
- **Form of Agreement** (Penn State Standard Form of Agreement 1-S):
https://app.e-builder.net/public/fileview_fileview_act.aspx?portaltype=7&o={98e03d31-63e6-43da-a0ec-8769ea562e02}
- **OPP Design and Construction Standards:**
<https://sites.psu.edu/designandconstructionstandards/>
- **OPP Performance Requirements** (Sustainable Design Requirements):
<https://sites.psu.edu/designandconstructionstandards/01-80-00/>

7. INFORMATION ANTICIPATED TO BE PROVIDED TO THE SUCCESSFUL STUDY TEAM

- Building floor plans, both “block plans” and those available from past construction documents.
- West Halls Chilled Water Distribution Study.
- Personnel Data; current and projected numbers of employees by department. Organizational charts.
- Current space utilization data.
- Area base mapping for the area of the Study.
- Campus infrastructure and utility information: maps, current and planned capacity (steam, chilled water, electricity).

8. PROPOSAL SUBMISSION REQUIREMENTS

Submit your proposal in electronic PDF format via email to:

Greg Kufner (gak21@psu.edu) and Rich O’Donald (reo100@psu.edu).

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 thirty (30) pages maximum (including covers, cover letter, table of contents, and divider pages).

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. Contact information (address, phone, and e-mail) for your team’s main point of contact.

- B. Legal name and address of lead firm.
- C. Office location(s) of team leadership.
- D. A concise summary as to why your team is best suited for this study.
- E. Statement of certification that all information provided in your submittal is accurate.

Organize Proposal according to the following three (3) Sections:

Proposals shall follow the below format, in the order stated to ensure that all pertinent information necessary for evaluation is included and more easily comparable by the Selection Committee. We encourage 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, academic planners, and lab planners) for all studies/projects discussed within the proposal and for all study/project images shown.*

Section 1.0 –TEAM STRUCTURE

- A. Identify prime firm and key consultant firms, size of prime firm, each firm’s role on this study, and each firm’s qualifications and experience on similar studies/projects. Identify past collaboration between the prime firm and key consultants. Describe overall team commitment to sustainable design, including number of completed LEED projects and/ or sustainable study efforts.
- B. Provide team organizational chart. Include 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.
- C. Provide resumes of key team members identified in the organizational chart. Include registrations/ certifications, educational background, years of experience, relevant experience and define each key team member’s role on the study.

Section 2.0 – TEAM QUALIFICATIONS

- A. Provide a summary of qualifications and expertise of the firms with specific emphasis on:
 - 1. Design Excellence, including national recognitions.
 - 2. Distinguishing factors of team differentiation.
 - 3. Expertise and/ or industry recognition for studies and programming efforts in support of university dining and food service projects, or similar programs. (See Note 1.)
 - 4. Expertise and/ or industry recognition for the planning, design, and delivery of state-of-the-art Student Commons Facilities. (See Note 1.)

- B. Identify a maximum of ten (10) example studies/projects, which BEST exemplify qualifications and expertise listed above for the proposed team. Ideally include five (5) studies and programming/planning efforts and five (5) building design projects (ideally facilities currently under construction or completed). All work shown should be as similar as possible in size, scope, function, and program to Waring Commons. Include brief description of each study/project, including gross square feet, list of programmatic elements, completion date of study/project, phasing (if applicable), and cost. Due to page limit, consider providing this in a summary format, as opposed to project sheets. *(See Note 1.)*

For the study effort that matches most closely to Waring Commons, provide a multi-page detailed case study. Discuss similarities/ relevance to our study, study goals/ aspirations/ parameters, critical study success factors that were anticipated/achieved, innovations in planning and/or design ideas, how planning scenario analysis and evaluation resulted as a synthesized study. Highlight any lessons learned.

- C. Develop a matrix that illustrates the similarities between the example studies/projects and this study.
- D. In matrix form, show the participation of individuals from the proposed team on the identified studies/projects. List team member's respective role on each of the example studies/projects.
- E. List errors and omissions insurance coverage limits of the lead/ prime entity of the candidate team.
- F. Acknowledgment of your review and acceptance of Penn State's Form of Agreement 1-S, ensuring that your firm accepts all terms and conditions as written without alteration.

Section 3.0 – STUDY SPECIFIC APPROACH

- A. Study Understanding. Briefly demonstrate your understanding of the study. Provide any observations of the study overview and program of requirements or other provided information.
- B. Specifically describe your team's proposed approach to:
1. Enhancing access to/from Waring Commons. What are the opportunities and limitations for renewal, including its attachment to Hamilton Hall (and/or the rest of the West Halls complex)?
 - a. Studying possibilities for increasing the volume of Waring Commons to add program space. Including maximizing use of all space in and around the building?
 2. Exploring new and emerging food service trends and technologies, e.g., food halls, mobile ordering/pick-up, ghost kitchens, robotics, biometrics.

3. Establishing offerings and venues, e.g., test/teaching kitchen, vegan/vegetarian integrated with student farm, grill, deli, pizza/pasta kiosk, bakery storefront, training table.
 4. Organizing the developed program spaces to draw in customers and promote sales. A building that is attractive to both resident diners and the general campus population.
 5. Evaluating building organization for efficiency.
 - a. Understanding embedded staffing impacts, including number, time, safety, cleaning, restocking, scaling up and down during the day, and potential shared coverage areas.
 - b. Optimizing ‘dock-to-plate’ flow for not only food but all material movement, especially packages to the commons desk. Including review of vehicular access to building.
 - c. Identifying and organizing spaces that can be used for different functions at different times.
 6. Enhancing the campus, and campus experience as part of this project. How can the new or re-imagined building be a unique place in West Halls, University Park, and Penn State?
 7. Integrating the available campus utilities into the facility.
 8. Establishing the sustainability goals for the forthcoming project in the context of Penn State’s High-Performance Standards and the unique nature of Waring Commons.
- C. To indicate your understanding of the uniqueness of this study, describe key drivers your team has identified as a priority for this specific study. Discuss how you addressed similar issues with other studies. Among other topics, explain approaches to compare/contrast schemes or building scenarios that are dissimilar in many ways.
- D. As a part of the RFP responses as described herein, or as a separate section, provide your proposed scope of work outline for the Penn State Waring Commons Study.

9. RESPONSE CONDITIONS

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

Penn State does not obligate itself to make the selection for these Professional Services 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 firm that provides the best fit with our perceived need. This firm will balance experience, service, quality, and cost.

News releases pertaining to this project 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.

It is our intent to issue a 1-S Form of Agreement for this project. By participating in this selection process, the Professional is acknowledging that they concur with, without exception, the terms, conditions, and provisions as contained in Penn State's "Form of Agreement 1-S." Current version available on the OPP website.

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

The Professional is responsible for making all parking arrangements. Penn State is not responsible for any citations or parking violations incurred by the Professional.

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

Thank you for your anticipated participation in this process. We look forward to reviewing your proposal for this important study.

Kindest Regards,

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CC: Screening Committee