



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

DATE: April 12, 2022

SUBJECT: Request for Proposals - Architecture/Engineering Team Selection
Sackett Building Renovation and Additions – University Park Campus
University Park, PA

TO: Ann Beha Architects
Atkin Olshin Schade Architects
EYP
Gensler
HGA
KieranTimberlake
Perkins Eastman
The S/L/A/M Collaborative, Inc.
Trahan Architects + Quinn Evans

REQUEST FOR PROPOSALS - PART 1 PROJECT INFORMATION and OWNER REQUIREMENTS

The Pennsylvania State University (PSU) wants to thank the 24 A/E teams that submitted Letters of Interest for this vital project. In addition, after careful review of the received Letters of Interest, PSU would like to congratulate the above **nine teams** who were selected to continue to the next step in the process- the invitation to respond to this Request for Proposal (RFP).

The A/E Selection process is as follows.

- Proposals from the long-listed teams are due at Noon, Eastern Standard Time (EST), **May 10, 2022**.
- The Screening Committee will choose three firms from the RFP respondents. The short-list results and interview notice will be posted on the OPP website by the end-of-day, **June 2, 2022**.
- On **June 30, 2022**, in-person interviews will occur at The Penn Stater Hotel and Conference Center in State College, PA. This date will not change, so please plan accordingly. Also, Non-Binding Fees for the entire A/E Team are due just before the in-person interviews.
- The A/E Team selection process results will be posted on the OPP website in **July 2022**. We plan to start immediately after contract negotiation to align with the project schedule.

Participation in this A/E Team selection process is voluntary and at no cost or obligation to PSU. PSU reserves the right to waive any informality in any submissions and reject any submission or portion thereof. PSU reserves the right to modify dates as it deems necessary.

CONFIDENTIALITY AND NON-DISCLOSURE

A/E Teams may not make news releases about this project without prior approval from PSU and then only in coordination with PSU. In addition, all information, documents, and correspondence shared within the A/E selection process are to remain confidential and, as such, are not made public in any manner. Please contact me (information below) or the Facility Project Manager Brian Hayes (bwh11@psu.edu or 814-863-4665) with any questions.

A. PROJECT OVERVIEW

The Sackett Building Renovation and Additions project involves a complex sequence of work on the core campus, including significant utility infrastructure upgrades (while maintaining operations), demolition of the Engineering Units, Kunkle Lounge, Hammond Building, and the 1957 Sackett Building wings, and appropriate landscaping restoration of the precinct ready for future development.

[The College of Engineering Master Plan, dated April 2019](#), is the basis for the approach to the Sackett Building Renovation and Additions project conveyed in its context within the entire College and University. The A/E Team shall become familiar with the Master Plan and generally follow its implementation. However, the A/E Team must develop the high-level nature of the Master Plan into a very detailed and validated project plan – updated as needed during the design process.

The total scope of work depends on the economic climate at bidding and construction commensurate with the program and design that optimizes the established budget and the University and College of Engineering’s needs. Due to budget limitations, the two new wings are “shelled.”¹ In addition, the precinct landscape design must respond to indeterminate future development.² The A/E Team will bridge the high-level Master Plan vision with the realities of the current budget and project requirements.

B. PROJECT OBJECTIVES

The attached April 2019 Master Plan details this project’s original program and intent. In addition, here is a summary of the project’s objectives:

- Modernize COE facilities on core campus utilizing the Sackett Building Renovation and Additions for new space
 - Decades-old engineering facilities have exceeded their usefulness for today’s academic needs. Therefore, the College needs new facilities designed for future generations yet rooted in the traditional fabric of the University and the reputation built by past generations of the Engineering program.
- Reduce maintenance backlog through the renovation of the Sackett Building and demolition of facilities in poor condition
 - The project includes demolition of the Engineering Units, Hammond, and the Sackett wings, necessary to reduce the backlog.
- Create Sackett as an “Engineering Head House” with an administrative focus near Old Main
 - The highest and best use for the Sackett Building is for administrative offices, General Purpose Classrooms, Engineering computational labs, and student study/ socializing space.
- Incorporate new General Purpose Classrooms (GPCs) on the Engineering Core Campus
 - The University wants GPCs scattered throughout buildings across campus to cross-pollinate the student population of various academic majors.
- Reinstate the historical status and spirit of the original Charles Klauder design as a prominent freestanding building facing Pattee Mall

¹ The shell should include foundation, structural frame, exterior doors, windows, insulation, exterior cladding, and roofing to protect from the elements, but the interior remains inhabitable. May include roughed-in mechanical and electrical systems (conduits, etc.) if aligned with the allowable budget. Includes temperature controls to prevent freezing, humidity, and mold. Includes code required fire protection and minimal lighting for safety, security, and emergency egress. Does not include interior partitions (except possible egress routes), doors and frames, interior finishes, telecommunications, specialties, and FF&E.

² Landscaping should include rough grading to meet drainage and accessibility requirements, necessary sidewalks for pedestrian navigation, ground cover (gravel, grass, mulch, etc.) to prevent soil erosion with minimal/ temporary campus beautification amenities.

- The 1957 north and south wings are among the worst condition of the CoE facilities. Returning Sackett to its highest and best use includes:
 - Creation of new, smaller, historically appropriate wings (and potential full-story attic) to create timeless/complete architecture inspired by the original Klauder design;
 - A complete gut renovation and reimagining of the original Sackett; and
 - Alignment with the correct intensity of the program.
- Upgrade utility infrastructure
 - Aged and interfering underground utilities (campus steam, chilled water, natural gas, power, and telecommunications) need to be replaced and rerouted to accommodate the redevelopment of the Engineering core campus.
- Demolish Engineering Units, Kunkle Lounge, and Hammond
 - The Master Plan aims to finally remove the lamentable Engineering Units, Kunkle Lounge, and Hammond Building over a methodical phased approach.
- Complete initial phases of the COE Master Plan
 - The Master Plan is a long-range plan to facilitate the growth and modernization of the College of Engineering, but it is limited by funding and will take time to implement the entire plan. The Sackett Building Renovation and Additions project is a defined phase end. West 1, West 2, and the Sackett Building Renovation and Additions projects effectively replace the Engineering Units, Kunkle Lounge, and Hammond Building.

C. PROJECT PROGRAM AND SCOPE OF WORK:

The approved program comes from the Pennsylvania State University College of Engineering Phase 1 Programming Report, Volume 1: April 2019, pp. 5-10 and 5-12. It is as follows:

Offices (15,523), GPCs (4,741), Conference (2,653), Knowledge Commons (2,337), Building Support (1,960), IT Training Lab (300): totaling is 27,514 Assigned Square Feet. The whole building “container” should hold 51,000 Assigned Square Feet within 80,000 Gross Square feet (with two shelled wings), making the ASF to GSF ratio 63% efficient – an agreeable target.

Note that the North wing houses a new elevator, elevator machine room, and mechanical shafts to access all floors of the existing historical portion. It is a well-conceived and established parameter born from the Master Plan analysis.

Since the Master Plan’s utilization of the Sackett Building is high-level, the project will require further program exploration and verification. (See the last sentence on 5-12.) Whatever test-fits during the design process prove most advantageous practically and economically will supersede the Master Plan.

The A/E Team’s Scope of work includes:

- Multiple design options for the new additions/wings and full-story attic.
- Design documents for the demolition of the Engineering Units (including Historic Review Board documentation, as required)
- Design documents for the demolition of Kunkle Lounge
- New Utility Corridor (from Reber to Sackett) in addition to all required utility work
- Sackett Building (historic) renovation
- Design documents for the phased demolition of the 1957 Sackett Building wings – replace with new additions

- Temporary Landscape design (and regrading) until future construction starts
- Parking Lot (restoration from lay-down space and staging area required for construction)

The A/E Team should fully comprehend, advance, and develop the information contained in the Master Plan.

D. PROJECT BUDGET

The anticipated budget cap for this project is under \$80 million. The majority of the project’s funds will not be available until July 2024 at the start of the next capital plan (still under development). With limited funding and the goal to complete the project with symmetrical additions – the current strategy is to shell the new additions. However, that’s not to preclude other options, such as shelling the attic space or upper floors of the existing building instead and fitting out the more open plate additions. In any case, the additions are only one component of multiple objectives within the project’s umbrella.

Non-negotiables are the required demolitions, necessary utility upgrades, infrastructure for the core development, and renovations to the existing historic Sackett Building.

The College of Engineering Master Plan, dated April 2019, presents cost models. A general budget summary (accounting for escalation) is as follows:

Demolition	\$13.5M
Construction*	\$51.5M
Soft Costs	\$13.3M
TOTAL	\$78.3M

*Does not include costs for future stormwater

A solid handle on the cost from the outset of design and forward will be a crucial skill the A/E Team must employ, especially if it is unknown at this time if PSU will obtain Pre-Construction Services from a Construction Manager.

E. PROJECT SCHEDULE

PSU will execute the Architect-Engineer contract shortly after the anticipated confirmation at the July 2022 Board of Trustees meeting. The program validation and design will begin immediately after. The Design Phase will be complete by August 2024, and construction will be done by December 2026. Interim phases must happen along the way, such as moving the occupants out of the Hammond Building, the Units, and Sackett Building after West 1 is complete in January 2024. (Hammond Building will be utilized for additional swing space as needed during the Sackett renovation to house the Dean Suite, for example, until it can move into the finished Sackett Building.)

Abatement, demolition, and utility infrastructure projects must also happen sequentially and linearly, part and partial with the Sackett Building Renovation and Additions project.

The demolition of the Hammond Building is the last of the construction sequence in 2027.

F. SPECIFIC SITE INFORMATION

Sackett Building is situated along Pattee Mall facing Old Main Lawn and is near a landmark gateway to campus at the intersection of College Avenue and Allen Street. Its prominence is unquestionable. The change in the landscape after the demolition of the existing wings, Kunkle Lounge, and eventually the Hammond Building will be dramatic.

Strong visualization of the potential for this site will be invaluable for decision-making ability, including depicting the change in terrain.

Demolishing the Units may likely require documentation and review by the Historic Review Board.

The Obelisk site, north of the Sackett Building, is considered sacred ground and must not be disturbed.

There is no backside to the Sackett Building within its context. It will only become more prominent and visible with the planned Engineering Quad.

The A/E Team should be abundantly familiar with the Sackett Implementation plan outlined in Section 5 of The College of Engineering Master Plan, dated April 2019. The phasing of demolition plus the challenging utility infrastructure work, explicitly detailed in the Appendix, illustrates this project's less glamorous but vital aspects. The success of these aspects of the project bears significant weight as great as the design A/Esthetics.

While exterior context is quite evident, PSU places due emphasis also on the building's interior. Though Sackett is historical, the revitalization of the interior should reflect today's modern state-of-the-art education and office environments, but also with space and technology flexibility and timeless tastes.

G. PROJECT ATTRIBUTES

Attributes common to most building projects on campus that deserve mention here are as follows:

- Create a great place for Penn State students and faculty that helps to expand their skills and enhances their experience at the University. Centralize and inspire closer connections between and within the College of Engineering and the larger University. We seek an A/E team who can create and test building planning and programming concepts that captures the spirit and supports this aim.
- Provide flexible, state-of-the-art instructional space that supports emerging pedagogies. Develop shared collaboration and instructional spaces to inspire desired connections.
- The building will be a welcoming place accessible to all and a place where all people are comfortable and not intimidated. In the design, consider strategic use of exterior/interior transparency to showcase unique aspects of the building and/or to entice people into the facility.
- Provide a facility to strengthen the College's educational programs and efficiently address spatial deficiencies, both in quality and quantity of space. PSU is seeking architecture and programming consultants that can drive our formation of optimal grossing factors and teams that innovate efficiencies.
- Given the prominent core campus and campus edge site location, the building should positively contribute to the campus and broader master plan, both short-term and long-term – especially in light of the future master planning objectives for the Hammond Building replacement.
- In keeping with Penn State's commitment to environmental sustainability, this facility will be a high-performance building and will, at a minimum, attain LEED Certification. The project may consider additional sustainability or high-performance innovations.

H. PROJECT DELIVERY

The project may be potentially funded by DGS, requiring a Design-Bid-Build delivery method - under multi-prime construction contracts with a Construction Manager Agency arrangement. Therefore, the successful A/E Team will work in conjunction with PSU's selected third-party Construction Manager throughout the design and construction phases. The A/E Team and CM will typically develop separate parallel cost estimates, which will be reconciled at the end of project phases. Confirming within the project budget is required before PSU will allow the A/E Team to proceed to each subsequent project phase.

[The Owner's "Form of Agreement 1-P"](#) will be used for this project. The prime firm (contract holder) of the awarded A/E Team will sign the 1-P Form of Agreement. By submitting a proposal, firms pledge to agree to the Agreement's terms and conditions without exception or modification.

Penn State University and the Office of the Physical Plant (OPP) require a high level of collaboration and LEAN principles to ensure project success. **The final selected A/E design team must establish a process for the project's design, documentation, and execution.**

The selected A/E Team will begin this project by validating the program stipulated in the College of Engineering Master Plan, dated April 2019. The process will include creating a tabular program, space adjacency diagrams, site impact diagrams, and room data sheets that provide detailed room-by-room information. PSU will work with the selected A/E to determine the level of program validation required. Depending on the approach of the specific design team, the program validation phase could be combined with a Concept Design or Schematic Design Phase.

After program validation, PSU typically follows industry-standard design phases (Schematic Design, Design Development, Construction Documents, Bidding, and Construction Administration) per Penn State's standard 1-P Form of Agreement. As mentioned, the project budget and cost estimate(s) must align before advancing to each subsequent phase of the project.

Please describe the A/E Team's approach to developing design options in Proposal Section 3. PSU will require multiple explorations to "get it right" and will want the ability to compare various ideas. Each option should be within the budget.

PSU will create a project-specific "Building Systems and Utility Scoping Document" for the project and send it to the short-listed teams.

I. RFP SUPPORTING INFORMATION AND LINKS

- [The College of Engineering Master Plan, dated April 2019](#)
- [1-P Form of Agreement](#) - Please review this Agreement to ensure that the Team accepts all terms and conditions as written. In submitting a proposal for this project, the Team acknowledges that it concurs, without exception, with all terms, conditions, and provisions of the 1-P Form of Agreement.
- [Design Phase Deliverables](#)
- [Office of the Physical Plan \(OPP\) Standards](#) - provides information regarding the University's specific design submission requirements and standards. Please review to ensure that the Team can deliver a compliant building.
- [OPP High-Performance Standards](#) - The University has a commitment to environmental stewardship, focusing on University and campus-wide carbon reduction and total cost-of-ownership. Therefore, our projects require maximum consideration of potential sustainable and energy-efficient designs and specifications for architectural, site, utility, structural, mechanical, electrical, and plumbing disciplines.
- A part of this is PSU's High-Performance Building Design Standards - projects shall comply with ASHRA/E Standard 90.1 Energy Standard for Buildings Except for Low-Rise Residential Buildings, 2010 version AND as superseded by more stringent requirements of ASHRA/E Standard 189.1 Standard for the Design of High-Performance Green Buildings, 2011 version. The standard defines a minimum requirement of LEED Certified for this project. The project will also consider additional sustainability or high-performance measures and innovations.

J. SITE TOURS AND PRE-PROPOSAL SUBMISSION CONTACT

PSU plans to facilitate up to three scripted group tours over pre-selected dates sharing the same information with all A/E Teams. We will encourage all firms to sign up for one of the tours. All firms are welcome on their own to spend as much time as needed on campus.

The tours will not be mandatory. However, teams will be allowed to bring three (3) people maximum to the tour. PSU will provide sign-up and contact information soon.

Contact Greg Kufner, University Architect, for any questions related to campus planning, design, or general questions on the A/E selection process questions.

Please do not wait until the tours to ask any questions that may be time-sensitive to the A/E Team's Proposal submission.

REQUEST FOR PROPOSALS - PART 2 PROPOSAL REQUIREMENTS

Deliver (e-mail) electronic copies (PDFs) of the Proposal to:

Shipping Address (Note PDFs only – no hardcopies):

Greg Kufner, AIA, NCARB - Gak21@psu.edu

and

Brian Hayes, PMP, NCARB - bwh11@psu.edu

Electronic submissions of the A/E Team's Proposals are due by Noon Eastern Standard Time on May 10, 2022. 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 fifty (50) single-sided pages maximum (25 double-sided), plus a two-page maximum cover letter. Double-sided printing is encouraged—10-point font type minimum.

A cover letter shall be provided from the proposed leader of the Prime (contract holding) A/E Team. The cover letter should be two-page maximum. The cover letter should include at least the following:

- A. Legal name of the Prime A/E Team. If separate, legal name of the Architect of Record (stamping)
- B. Primary office location of Prime A/E Team and Architect of Record, if applicable
- C. Contact information for the A/E team's primary point of contact (name, address, phone, and email)
- D. A concise summary as to why the Team is best suited for this project
- E. Statement of certification that all information provided in the submittal is accurate

Collate and bind proposals according to the following Proposal 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 the Selection Committee. The cover letter, table of contents, and divider pages will not count towards the RFP page limitation. **We encourage teams to be as brief as possible without sacrificing accuracy and completeness.**

*** Note 1:**

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

PROPOSAL SECTION 1 – TEAM STRUCTURE

- A. Identify the entire proposed A/E design team, including** Prime (Contract Holding) firm, Lead Design firm (if different), architectural partners (as applicable), building system engineering firms, lab/academic planning consultants, and proposed specialty consultant firms. **If the Team proposes an architectural partner – either as an Architect of Record (stamping architect) or Associate Architect (where the Prime firm remains the lead designer and Architect of Record) – identify the roles and split/ sharing of project responsibilities for all firms involved.** A Pennsylvania registered architect must stamp the final construction and bidding documents.

Provide insights into the firm’s unique qualifications/ characteristics, firm personality, design ethos/ philosophy, client notations of previous project success, etc.

For each firm, identify the firm differentiators, size, qualifications, and experience on similar projects, and identify each firm’s role in this project. Identify past collaboration between prime firm and key engineers/consultants, including the number/ value of projects and the key consultants’ added benefit to the Team. It is encouraged to create A/E teams that demonstrate previous successful collaboration and execution of projects like this one. While we appreciate firms with experience at PSU we do not have a preferred vendor list and encourage the selection of high-quality engineers and specialty consultants. If proposed architectural/engineering/consultant firms do not have PSU experience, convey how the Team has previously incorporated the Owner’s design standards similar to the Penn State Design and Construction Standards.

- B. Provide team organizational chart.** Include all firms and consultants 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 the Team. Refer to RFP Section 2.F., below.
- C. Provide role descriptions and resumes of key team members identified in the Organizational Chart.** Include registrations/ certifications, educational background, years of experience, and relevant project experience. Relevant project experience should include project size/cost, program type, project overview, and define each team member’s role on each project listed on their resume. Emphasize each team member’s most relevant experience and ideally highlight that the team member has had comparable roles on similar projects. Include at least two client references for each key team member. If possible, please avoid using Penn State employees as references. **Include resumes for at least the following key team members. If individuals serve multiple roles, identify multiple roles on Organization Chart and resumes.**

1. Principal in Charge (Project Team Lead)
2. Lead Design Architect (Lead Designer).
3. Project Manager (PSU’s day-to-day point of contact)
4. Project Architect (Architectural Technical Lead)
5. Construction Administration Leader (Construction oversight leader)
6. Lab Planner and/or academic programmer/planner
7. Lead Interior Designer
8. Lead Landscape Architect
9. Sustainability Leader and/or energy modeler
10. Lead Mechanical, Electrical, Plumbing/FP, Structural, Civil, design engineers
11. Cost Estimator

PROPOSAL SECTION 2 – TEAM QUALIFICATIONS

- A. Provide a summary of qualifications and expertise of the firms with specific emphasis on:**

1. Design Excellence, including national recognition.
2. Distinguishing factors of team differentiation.
3. Experience delivering programs, studies, and projects of similar scope, scale, and complexity. **(See Note 1 above)**
4. Expertise in planning, designing, and delivering state-of-the-art academic, research, and workplace facilities. Highlight team experience and/or insights into Engineering programs related to those envisioned in Master Plan Program. **(See Note 1 above)**

- B. Identify a maximum of ten (10) example projects within approximately the last ten (10) years, that BEST exemplify the qualifications and expertise listed above for the proposed Team.** Include a brief description of each project, project gross square feet, project budget, final project cost, project completion date, and a client reference(s). **Show illustrative representation of the example projects, particularly those highlighting the work of the Team’s proposed Lead Design Architect. Highlight projects that incorporated historical sensitive designs, campus-sensitive designs, and/or projects that similarly explored multiple design directions. Captions of photos encouraged. (See Note 1 above)**

(Optional) If necessary, discuss any of the example project(s) that are highly relevant to our project in more detail. Include insights into what made these project(s) successful, including how those design intentions were translated into a meaningful and synthesized/successful solution.

- C. Project Relevancy Matrix.** Develop a matrix that illustrates the similarities between the example projects and this project. Please be as specific to our project as possible.
- D. People-Projects Matrix.** Develop a matrix to show the participation of key individuals on the proposed Team from the example projects. List individual’s role on example projects.
- E. Diverse Business Enterprise.** The Pennsylvania State University is committed to and accountable for advancing diversity, equity, and inclusion in all its forms. Therefore, we encourage the participation of Minority Business Enterprises, Women Business Enterprises, Veteran Business Enterprises, Service-Disabled Veteran Business Enterprises, and LGBT Business Enterprises (collectively referred to as Diverse Business Enterprise (DBE) for Design Professionals.

A/E Teams are encouraged to include at least one (1) certified DBE design professional firm as part of their Team. In addition, if the proposing firm itself is a current Diverse Business Enterprise, the firm should state that fact in its Proposal. Below is a partial list of acceptable certifying agencies:

1. * Department of General Services Bureau of Small Business Opportunities (DGS BSBO)
2. Federal Department of Transportation
3. National Minority Development Council (NMSDC) or its affiliates
4. Southern PA Transportation Authority (SEPTA)
5. Women Business Enterprise National Council (WBENC)
6. Pennsylvania Unified Certification Program (PA UCP)
7. National Women Business Owners Corporation (NWBOC)
8. Minority Business Enterprise Council (MBEC)
9. National Gay and Lesbian Chamber of Commerce (NGLCC)
10. U. S. Department of Veteran Affairs (VOB/SDVOB)

* Or comparable state agencies or regulating bodies in other states or local jurisdictions.

- F. List the Errors & Omissions insurance coverage limits of the lead/ prime entity of the A/E team. In addition, provide information on errors and omissions claims in the last (7) seven years.**

- G. Provide a historical breakdown of project performance for Prime Firm and Architect of Record (as applicable). Include a list of projects, delivery method, history of project budgets compared to completed construction cost, history of change orders, average response time to RFIs, and any other key metrics the Team deems most relevant to this project.
- H. Acknowledge the review and acceptance of the attached 1-P Form of Agreement, ensuring that the A/E Team accepts all terms and conditions as written. In submitting a proposal for this project, the A/E Team concurs, without exception, with all terms, conditions, and provisions of this Form of Agreement.

PROPOSAL SECTION 3 – PROJECT APPROACH AND SCHEDULE

- A. **Describe the A/E Team’s proposed design approach for this project.** Be as specific to our project as possible. Discuss, at the least, the A/E Team’s approach to the following:
 - 1. Project visioning and project mission/goal setting. And the Team’s approach to establishing a design process that works to achieve the project vision and goals.
 - 2. Program validation and knowledge of the project brief. Additionally, describe any programming/building planning tools, benchmarking tools, and/or other firm-specific methodologies to assist in the design of our project.
 - 3. How the initial project phase leads into the Concept Design and/or Schematic Design Phase of the project.
 - 4. Developing building planning options and/or overall building design schemes. Approach to developing programmatic ‘blocking and stacking’ options that explore gallery and/or programmatic adjacencies.
 - 5. Working with PSU to analyze, compare/contrast different design options.
 - 6. Developing the interior/ exterior “look and feel” of the new building, particularly the level of advancement at the various project phases.
 - 7. Use of BIM, “predictive modeling,” analytical/ digital tools, and other technologies.
- B. **Approach to project delivery.** At least, describe the A/E Team’s overall approach to:
 - 1. Achieving the project schedule.
 - 2. Identifying key risks to the project schedule and strategy for mitigating such risks.
 - 3. Planning, managing, and executing the project.
 - 4. Building consensus and guiding stakeholders through decision-making processes.
 - 5. Creating a collaborative environment between architects, building/site planners, engineering consultants, and PSU/OPP stakeholders.
 - 6. Working with PSU’s third-party Construction Manager throughout the design and construction phases. Describe previous success delivering projects with a CM. Identify potential innovative strategies to implement during the design, procurement, and construction of the project, while maintaining quality and uncompromised project goals.
- C. **Approach to Cost Control.** Delivering our project on budget is critical. So, provide the A/E Team’s approach to managing costs through all design and construction phases, especially considering escalating construction costs. Additionally, provide the following:
 - 1. Highlight the Team’s cost estimating process, scope/budget alignment, and cost/quality control through the design and construction phases.
 - 2. Define critical factors concerning the project budget.
 - 3. Provide the Team’s impression of the project budget.
 - 4. Identify key risks to the project budget and strategy for mitigating such risks.

- D. **Approach to MEP and building system design.** A narrative approach to MEP planning/ design/ delivery of facility that will contain programs and space types as noted herein. Be specific with the Team's experience and highlight its project type expertise.
- E. **Approach to Sustainability.** After reviewing PSU's High-Performance Standards, describe the Team's approach to driving toward PSU's sustainability goals on the project, including exceeding our standards. Highlight experience meeting similar high-performance standards and represent overall team commitment to sustainable design (including the number of completed LEED projects). Among other applicable topics, discuss the Team's approach and experience applying advanced sustainability measures, applying best practices in sustainable design, applying creative innovations to obtain the optimum performance for projects, and experience using energy models to drive design thinking.
- F. **Approach to Penn State reviews, PSU design reviews,** and jurisdictional reviews. Anticipated jurisdictional reviews will include State of PA Labor & Industry. Local municipal reviews/ permits may be required, and the professional shall be responsible for securing these permits with the assistance of the University. Any fees associated with permits shall be paid for by the Professional and will be reimbursed by the University.
- G. **Approach to Prevention through Design (PtD).** Safety is essential to the University during the facility's construction and post-occupancy maintenance/operation. Therefore, the University is stressing the implementation of Prevention through Design in this project. Share thoughts, experiences, and approaches to PtD. The LEED v4 Pilot credit for PtD will be mandatory for this project.
- H. **Project Staffing/Workload.** Verify the entire A/E Team's availability to successfully staff the project immediately, given our project schedule and other team members' workloads.
- I. **Graphic Schedule.** Create a graphic project schedule showing phase durations, owner engagement, review periods, and identify critical path items, milestones, and schedule drivers. This can be formatted on an 11x17 (fold-out) and will only count as a single page.

PROPOSAL SECTION 4 – PROJECT-SPECIFIC KEY DRIVERS AND IDEAS

- A. **Project Understanding and Drivers.** Demonstrate the Team's understanding of the project. For example, provide observations of the project program, goals, or other information.

Describe key project drivers, critical design elements, and potential constructability considerations the Team has identified as a priority for this project. Discuss how the Team addressed similar issues on other projects.
- B. **Project Insights.** Provide thoughts specific to the design of facilities as described in this RFP. Provide the Team's vision of what, beyond purely functional issues, constitutes the essence of the project. Discuss potential key issues in the Sackett Building Renovations and Additions design.
- C. **Program and Programmatic Goals.** Delivering a facility that successfully accommodates the various Departments and programs within state-of-the-art facilities is of the utmost importance. Describe the Team's programming, planning, benchmarking tools, and methodologies that the Team will use to test and ultimately achieve the stated project goals.

Provide firm-specific core values, design principles, etc., regarding key space types, including the following. Feel free to reference precedent project examples. **(See Note 1 above)**

1. Computational Research Laboratories

2. Instructional Laboratories
3. General Purpose Classrooms (GPCs)
4. Informal Learning spaces (student working and study space)
5. University workplace environments
6. Other engineering spaces included in the project's program

D. **Provide initial design ideas, thoughts, or considerations regarding our specific project.** We are not seeking design solutions. We would rather see the Team convey its "design thinking" or unique insights regarding our project. Considerations may include thoughts/opinions related to:

1. The project site, master planning, and/or campus-making aspects
2. Point-of-view with respect to creating building additions to a culturally sensitive building such as the Sackett Building
3. The project site, topography, context, potential building massing, and/or environmental considerations
4. Any other design considerations and/or inspirations

(OPTIONAL) PROPOSAL SECTION 5 – ADDITIONAL PROJECT IMAGERY

A. **(Optional) Additional Project Imagery.** Please feel free to include additional project images if pages remain within the Proposal. Photo captions are strongly encouraged.

Thank you for participating in this exciting project's A/E Team Selection process. We understand the commitment that each Team puts into their submissions. The Screening Committee reciprocates this effort in our detailed review and analysis of each Proposal.

We look forward to learning more about the Long-Listed A/E Teams and their project-specific approaches to determine which three (3) Short-Listed teams continue to the In-Person Interviews.

Kindest Regards,

Greg Kufner, AIA, NCARB



University Architect

The Pennsylvania State University (Note: shipping address for Proposals listed above)

CC: Screening Committee