PUBLIC NOTICE OF DESIGNER SELECTION

Designer Selection Board

One Ashburton Place | Boston, MA | 02108
Telephone: 617-727-4046 | www.mass.gov/dsb

DSB List#:	22-15	
Notice Date:	June 15, 2022	
Submission Deadline:	July 6, 2022	At 2:00 PM
Project Number:	SSA2202	
Project Title:	Salem State University - Modernization of Science Labs and Health Services	
Project Location:	352 Lafayette Street, Salem MA 01970	
Awarding Agency:	Division of Capital Asset Management and Maintenance (DCAMM)	
Estimated Construction Cost:	$60,000,000	
Fee for Certifiable Study	$1,200,000	
Fee for Schematic Design	To be Negotiated	
Fee for Final Design	To be Negotiated	
Final Design	To be Negotiated	

Contract Type:

X Study & Design Services

Immediate Services Authorized:

X Schematic Plans and Outline Specifications
X Certifiable Building Study
Other:

Prime Firm Requested:

X Architect
Landscape Architect
Engineer
Interior Designer
Programmer
Construction Manager
Other:

It is intended that the following continued services will be required of the selected Designer's team following completion of the certified study and notification of the Board in accordance with M.G.L. c. 7C.

X Design Development Plans and Specifications
X Construction Plans and Specifications
X Administration of Construction Contract
Other:

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AGENCY INFORMATION

DCAMM is an agency within the Executive Office for Administration and Finance (ANF) responsible for capital planning, major public building construction, facilities management, and real estate services for the Commonwealth of Massachusetts. The agency was created by the legislature in 1980 to promote quality and integrity in the management and construction of the Commonwealth's capital facilities and real estate assets.

The Massachusetts Department of Higher Education (DHE) is the statutorily created agency in Massachusetts responsible for defining the mission of and coordinating the Commonwealth's system of public higher education and its institutions. The DHE works to create and maintain a system of public higher education which provides Massachusetts citizens with the opportunity to participate in academic and educational programs for their personal betterment and growth. The DHE contributes to the Commonwealth's future economic growth and development and to the area's existing base of research and knowledge.

Salem State University (SSU), established in 1854 as Salem Normal School, is a comprehensive, publicly supported institution of higher learning located approximately 15 miles north of Boston, and is one of the largest and most diverse state universities in the Commonwealth of Massachusetts. Situated one mile from downtown Salem, the University currently enrolls approximately 5,500 undergraduate students and 1,500 graduate students on multiple campus sites (headcount, fall of 2021). SSU is an accredited four-year public university and is the third largest public institution for higher education in Massachusetts.

PROJECT OVERVIEW

The Salem State University Modernization of Science Labs and Health Sciences project has been designated "SSU BOLD: A Campus Unification and Modernization Project" by the University. It will improve and increase capacity in their STEM and healthcare programs by providing access to modernized wet labs, simulation labs and academic spaces, with the goal of aligning student experiences in these areas with current and future workforce needs across the state.

SSU leads the state university system in enrollment for biological and biomedical sciences, physical sciences, and health professions and related programs, which are major regional workforce drivers. For 15 years, SSU has enrolled 25% (FTE) of all courses in these areas, exceeding all their peer institutions. The lack of suitable facilities to provide education and training for students in the STEM fields has been counterproductive to the demand for workforce development in those disciplines, and the SSU BOLD plan will allow the University to expand capacity those programs.

DCAMM, together with SSU, seeks expert professional services for study, design, and construction for the Modernization of Science Labs and Health Sciences project. This will involve renovation of a vacant building, Horace Mann, and the construction of labs as part of an addition to an existing academic building, Meier Hall, on SSU's North campus.

The scope of work for both Horace Mann and Meier Hall will include, but will not be limited to:

- Review of existing documentation, including previous studies (see Supporting Documentation).
- Analyze existing conditions to inform renovation and new construction strategies.
- Evaluate current and future programmatic needs.

- Review best practices in the design of labs and classrooms in the Sciences and Health Sciences, including current trends, specialty instructional spaces, and use of technology.
- Review relevant sustainable design practices, decarbonization and measures to improve building resiliency.
- Develop program and finalize project scope.
- Develop conceptual design alternatives and select a preferred alternative.
- Develop a preferred alternative.
- Complete Schematic Design.
- Complete a Certifiable Study (including Schematic Design).

The project will include study services initially, with the intent to continue into schematic design, design development, construction documentation and construction administration services for the recommended option identified by this Study, using a Construction Manager at Risk (CMAR) process.

BACKGROUND

Currently, Salem State's academic programs are located among South, Harrington (formerly Central), and North Campuses. The Chemistry and Physics, Biology, Geography and Sustainability, Geological Science and Information Technology and Computer Sciences programs are accommodated in Meier Hall on the North Campus, with Nursing, Occupational Therapy, Healthcare Studies and Criminal Justice primarily situated in the Harrington Building (not to be confused with the Harrington Campus) on the South Campus almost a mile away.

Map of Salem State University's North Campus

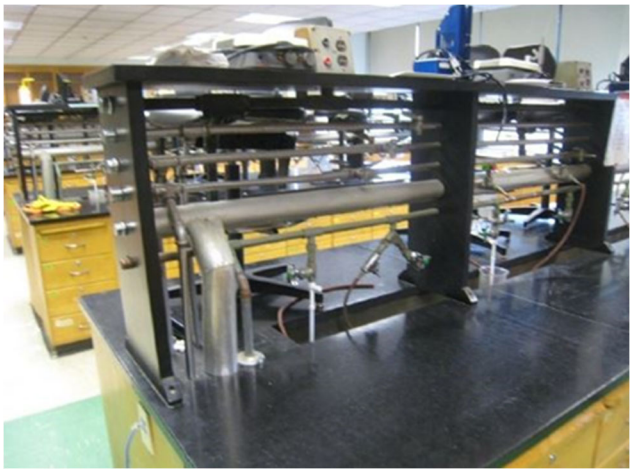
Numerous studies have been undertaken at Salem State over the past several years, among them:

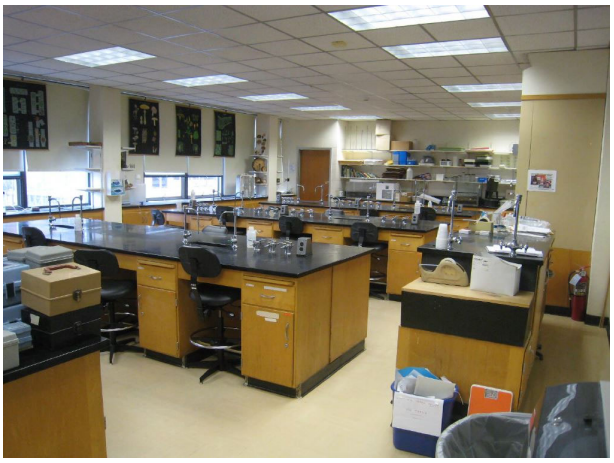
- Salem State College Master Plan (2007)
- Salem State University Master Vision Plan (2013) – established the need for upgraded science facilities on North Campus
- New Science Building Study (2015) – study for a lab addition to Meier Hall
- North Campus Precinct Plan (2017)
- Salem State University Project BOLD Readiness Study (2020)
- alem State University North Campus Clean Energy Feasibility Study (2021)
- Salem State University Project BOLD Readiness Study (2020)
- Building Envelope Assessment, Horace Mann (2021)

Over the past several years, the University has investigated the feasibility of closing the South Campus, which has significant deferred maintenance needs and is physically separated from North Campus, where students in the healthcare fields must take required courses in Biology, Chemistry, and other lab-based classes. When the Horace Mann Laboratory School vacated the building on Loring Ave., the University was presented with an opportunity to utilize the vacated 4 story building for additional academic space on North Campus. A Readiness Study (2020) focused on consolidating the campus footprint to maximize programmatic synergies, streamline operations and provide new lab space to address program deficiencies. In 2022, the decision was made to consolidate the South Campus programs onto North Campus. The goal is to redevelop the Horace Mann Building to accommodate the Nursing, Occupational Therapy, Healthcare Studies and Criminal Justice programs as part of the BOLD initiative.

Meier Hall consists of 160,345 gross square feet on five and one-half floors and is the most heavily utilized academic building on North Campus, providing lab and classroom space for the arts and sciences programs. It was constructed in two phases – the first, in 1962, and the second in 1967. Though minor improvements have been made over the past ten years, the lab spaces are still reflective of the era in which they were built, and the need for replacement remains critical to the success of the life sciences programs at Salem State. The building is in need of glazing and thermal upgrades and new MEP/FP systems. In addition, it is poorly designed for lab spaces given low floor to floor heights, short structural spans and inflexible interior masonry partitions.

PROJECT GOALS





Biology labs in Meier Hall with c. 1968 benches

The intent of this project is to relocate the academic programs from South Campus to the Horace Mann Building on North Campus, providing modern nursing and OT labs, general instructional space and offices for the Health Science programs and to build new space for seven modern, high intensity teaching labs for programs including but not limited to Biology, Chemistry, and Organic Chemistry in a targeted addition to Meier Hall.

The goals of this project are to:

- Improve / increase capacity in Science, Technology, and Health and Human Services programs as well as increasing capacity for science support courses
- Right-size the footprint, improve circulation and unify the campus
- Provide opportunities for increased multi-disciplinary collaborations
- Provide modern, flexible, high intensity teaching labs and simulation labs
- Improve student equity and access; attract and retain racially minoritized populations
- Reduce operational costs and eliminate over $36M in deferred maintenance
- Shift to clean energy sources in support of Executive Order 594 including providing appropriate heat pump technology at Meier Hall and the Horace Mann Building to be integrated into a future central low/no carbon infrastructure

Key Design Objectives

Create Flexible Environments for Active Learning and Collaborations

The newly created spaces as part of this project will foster learning and collaboration and be a welcoming hub for students, faculty, and staff. The Designer must be aware of current and emerging trends in designing for rapidly evolving instructional programs and technology enabled environments, including the opportunity to reduce reliance on external clinical placements where simulation instruction can appropriately substitute.

Realize a Sustainable High-Performance Building
In support of SSU's and DCAMM's commitment to sustainable design, the design of the project should strive to be net zero energy ready and achieve the highest USGBC LEED certification feasible. (Silver is the minimum for Horace Mann.) The design team is expected to identify and integrate carbon reduction strategies including, but not limited to, low/no carbon fuel sources, high efficiency measures, and renewable energy sources such as geothermal and solar. Civil and landscape design should emphasize water conservation, integrated storm water management, and low-maintenance ecologically appropriate planting design.

Integrate Resilient Design
For purposes of this project, resilience is defined as: ensuring that state facilities can be operated or adapted to resist and recover from the effects of hazards in a timely and efficient manner. This includes ensuring the preservation, restoration, or improvement of its essential structures and functions for the duration of its life cycle. The design team is expected to incorporate resiliency strategies and adhere to agency climate change vulnerability assessments and resilience recommendations. The latest technologies for flood proofing are to be seamlessly integrated into the design.

Exceed minimum compliance to further Inclusive Design
With numerous grade changes, the North Campus faces significant accessibility challenges. The design must anticipate how students and faculty with disabilities have equal opportunity to fully access all program spaces. In addition to requirements for federal and state accessibility compliance – the Americans with Disabilities Act and the Rules and Regulations of the Architectural Access Board (521 CMR), respectively – designers are expected to go beyond minimum compliance and optimize inclusive design opportunities in the design.

Project Components

This project will consist of both renovation and new construction. The final scope and program will be developed and confirmed during the Study.

Renovation – Horace Mann Building (44,385 GSF)
The project anticipates a comprehensive interior and exterior renovation of the early 1900's era Horace Mann Building. Reconfigured program space will include but not be limited to:

Labs
- Occupational Therapy / Nursing Simulation / Computer

Lab Support
- Sim Lab Support

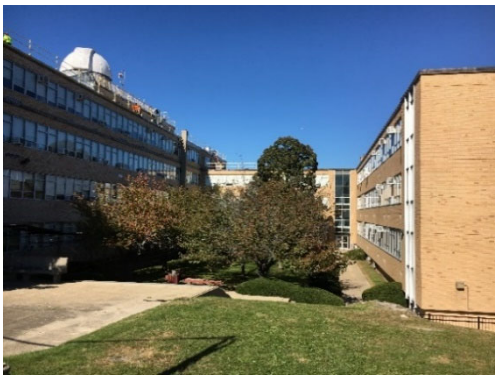
Classrooms
- Flexible Teaching Space Classrooms
- Nursing Skills Embedded Classroom

Dean's Office, Faculty Offices and Office Support

Building Support


Horace Mann Building – view from Loring Ave

New Construction – Meier Hall (approximately 16,730 GSF)
The work at Meier Hall will involve an infill addition. Any renovation work will occur at locations where the new construction meets the existing building. Program elements include but are not limited to:



Courtyard at Meier Hall

Flexible Teaching Labs

- Biology
- Chemistry
- Organic Chemistry

Lab Support

- Lab Support Space

Classrooms
Student Space
Offices
Building Support

Phasing
Phasing is not anticipated to be required for this project but to be further determined by the study. The Health and Human Services programs currently located on South Campus will remain in place for the duration of the renovation of the Horace Mann Building. It is anticipated that the labs in the Meier Hall Building will be utilized while the lab infill addition is being constructed. The intent is for classrooms directly abutting the construction to be taken offline and the courses moved to another location or virtual instruction as needed, to be determined by study.

Energy/Sustainability
In support of DCAMM's mission to create and manage forward thinking sustainable buildings, design teams are expected to identify and integrate carbon reduction strategies and resilience improvement opportunities associated with this project. This includes, but is not limited to, low/no carbon fuel sources, high efficiency measures, incorporating climate change resilience standards and adhering to agency climate change vulnerability assessments and resilience recommendations.

The project is subject to the provisions of Executive Order 594 and design teams will be required to evaluate a design alternative that uses low-carbon fuels for heating and cooling (examples include high efficiency heat pump technology) and to include design elements that reduce Energy Use Intensity (kBTU/SF) through measures such as envelope improvements and efficiency.

For these purposes, resilience is defined as: Ensuring that facilities can be operated or adapted to resist and recover from the effects of hazards in a timely and efficient manner. This includes ensuring the preservation, restoration, or improvement of its essential structures and functions for the duration of its life cycle. Executive Order 569: Establishing an Integrated Climate Change Strategy for the Commonwealth and Executive Order 594: Leading by Example – Clean Energy and Efficient Buildings are applicable for this Study.

SSU is committed to supporting state climate and energy goals and has developed a North Campus Clean Energy Feasibility Study with the intent to meet a goal of carbon neutrality for North Campus by 2050. The study provides a phased roadmap for the future that would allow SSU to eliminate fossil fuel use in building heating and cooling systems. The BOLD project will serve as the university's shift to clean energy and further reduction in its carbon footprint. The decarbonization study will be updated in parallel with this study to better inform the project and the campus as a whole.

Preliminary Schedule

It is anticipated that the study and schematic design will take approximately 10 months from the notice to proceed. The designer will be required to provide a work-plan with a schedule at the initiation of the project.

SCOPE OF WORK

The tasks identified below are representative for the purposes of this advertisement and are by no means fully inclusive.

Task 1 - Project Start Up & Work Plan

Task 2 - Program Development & Existing Conditions Documentation and Analysis

Task 3 - Development & Evaluation of Alternatives

Task 4 – Preferred Alternative

Task 5 – Draft Study Report

Task 6 -- Schematic Design

Task 7 - Certifiable Building Study Report

Task 1 – Project Start Up & Work Plan

Project Start Up

Where appropriate, meetings can be held virtually.

- Attend a DCAMM administrative conference to review all project requirements and DCAMM administrative and project management policies, procedures, and protocols.
- Conduct study conference with DCAMM and SSU working group to review project goals and objectives, planning process, schedule of milestones, information, and data requirements, etc. All Design team members (including subconsultants) will be introduced to the user group, and their roles and responsibilities described.

The Designer should assume bi-weekly working sessions throughout the duration of the study phase with check in calls on the off weeks unless otherwise notified.

Work Plan

Upon contract signing, the Designer, with DCAMM, will generate a Project Work Plan that will provide a detailed scope of work (SOW) including all required tasks, deliverables, schedule and fee breakdown for this Study. Both DCAMM and the Designer will review and approve this Work Plan The workplan will be approved by the DCAMM Director of Planning and incorporated into the Designer's contract. Services outside of the workplan need to be proposed and approved prior to the start of work.

During the course of the Study, new opportunities or constraints may be uncovered and require a re-thinking of original intentions. If necessary, a memo will be issued outlining any revisions to the Work Plan that might be required. The Work Plan at a minimum will include:

- A statement of understanding of the vision, goals/objectives, scope, budget, and schedule for the project.
- A detailed schedule of meetings and workshops through the study phase including key attendees, draft topics agendas, projected time frames for design and construction, and permitting timeline
- A statement of climate and energy, "best in class" energy (site) use intensity, zero-net energy, low or no carbon fuels, and/or climate resilience goals. Specific metrics (such as, Energy Utilization Index – EUI) may be included as appropriate.
- Confirmation of team members' roles and their expected participation including MBE/WBE participation.
- Evaluation of the preliminary estimated cost of construction (ECC) and total project cost (TPC).
- Proposed payment schedule

The designer should assume bi-weekly, online working sessions throughout the duration of the study project unless otherwise notified. In-person meetings will be scheduled as needed.

Task 1 Deliverables

- Presentation materials and meeting minutes from the administrative and study meetings
- Project Directory including stakeholder list
- Data Request
- Final Work Plan identifying project goals, key dates, deliverables, and project schedule

Task 2 – Program Development & Existing Conditions Documentation and Analysis

During this phase of the study, the emphasis will be on collecting and analyzing data and documentation which will inform the alternatives developed in Task 3, for both the comprehensive renovation of Horace Mann and the addition to Meier Hall and any associated swing space or permanent relocation. This will include planning for the relocation of South Campus academic programs onto North Campus.

Program Development

The Designer, with its consultant(s), will confirm all program requirements for SSU. This will include an analysis of the existing program relative to right-sized standards as well as future program requirements. The Designer will provide a narrative that justifies program needs as well as a preliminary tabular program expressed in net square feet with net to gross ratios and gross square feet requirements, including preliminary room data sheets and adjacency diagrams indicating key

relationships and technical requirements. The program will be reviewed and endorsed by SSU and DCAMM before proceeding to the development of alternatives. The Designer will:

- Schedule and facilitate a tour(s) of comparable facilities to assist in the planning process.
- With applicable subconsultant(s), analyze the agency's current and future needs relative to their programmatic evolution, best practices for modern planning for buildings of this type, applicable regulations, future trends and goals for consolidation.
- Interview SSU stakeholder groups/taskforce, departmental liaisons, students, etc. to gain a thorough understanding of their mission, programs, staffing, functional and technical requirements and any other relevant planning-design considerations.
- Provide a narrative which documents and presents a justification for all programmatic needs and requirements.
- Undertake a utilization analysis of labs, lab support spaces and classrooms to determine number/amount needed in both Horace Mann and Meier Hall.
- Develop a prioritized detailed tabular space program (existing, right sized and proposed) by individual functional area and sub-area and identifying all net useable square footage, and all gross space requirements.
- Develop alternatives for accommodating the Harrington Building programs from South Campus onto North Campus. This will include consideration of all buildings on campus.
- Confirm program is detailed enough to ensure its accommodation in the Horace Mann Building. For the addition at Meier Hall, confirm program detail. Evaluate the program with respect to industry standards and norms.
- Develop preliminary room data sheets with typical room layouts and spatial adjacency diagrams indicating key relationships and technical requirements.
- Compile equipment list identifying existing specialized and required new equipment, including space and power requirements to inform the space program.

Scope – Building and Site

The Designer, with its consultants, will develop a building and site analysis for both the Horace Mann Building and Meier Hall.

Existing Building Conditions Analysis and Documentation

- Review documentation provided by DCAMM and identify any additional material, information or investigations needed to complete this Study.
- Review Executive Order 594 and the current Massachusetts Leading by Example Executive Order, LEED criteria, and other applicable performance data requirements.
- Perform a visual survey, supplemented by destructive testing if necessary (which may include sampling and testing of known or suspected hazardous materials) to confirm building conditions and to support accurate conceptual pricing.
- Review, verify, confirm and update Meier Hall existing conditions as they relate to the addition. Prepare existing drawings as required.
- Prepare existing drawings for Horace Mann according to BIM standards.
- Evaluate feasibility options for infill at Meier Hall.

- Interview SSU facility and maintenance staff for input on condition, use and operation of buildings.
- Evaluate existing envelope condition and opportunities to reduce envelope heat loss and right-size mechanical systems.
- Determine existing building energy use intensity(kBTU/sf) and HVAC systems' condition; set preliminary targets for the project.
- Provide scope, methods and cost for anticipated hazmat remediation as required for this project.
- Provide a complete code analysis, relevant to anticipated permit application date, including an update to the previously completed 2018 Chapter 34 analysis of the Horace Mann Building.
- Provide a complete Chapter 34 code analysis of Meier Hall, relevant to anticipated permit application date, as it relates to the addition.
- Identify necessary permits, reviews and interactions with regulatory agencies and factor into detailed timeline for project delivery.
- Detail all relevant deficiencies or concerns and propose approaches for resolution to be incorporated in the alternatives developed in Task 3.
- DCAMM will utilize its accessibility consultants to provide technical assistance and oversight for accessibility compliance during the study, design, and construction process. The Designer is responsible for coordinating all work with DCAMM's accessibility consultant.

Site Conditions Analysis and Documentation

- Review and confirm site elements including, but not limited to, pedestrian circulation, accessibility, vehicular circulation, parking, topography, infrastructure, open space, and possible regulatory requirements.
- Review and confirm the site location for the Meier Hall addition proposed in the Readiness Study.
- Provide updated survey information as needed.
- Perform site geological testing as needed to understand the geotechnical conditions.
- Provide an evaluation of vulnerability to flood, storm surge, rising sea level, increased precipitation (use the Resilience Checklist and the Resilient MA Action Team Climate Resilience Design Standards Tool at https://resilientma.org/rmat_home/designstandards/)

Cost

Develop cost analyses for both the Horace Mann Building renovation and the Meier Hall addition.

- Develop order of magnitude cost estimate for space program and building renovations to assist in subsequent evaluation of alternatives.
- Provide a current assessment of the construction cost escalation rate for similar buildings in Massachusetts.

Schedule

- Prepare preliminary design and construction schedule and implementation plan. Show in detail permitting and regulatory reviews required and their impact on timeline. Swing space and permanent relocation as a result of this project should be incorporated into the timeline.

Task 2 Deliverables

- Complete annotated list of all documentation provided to the Designer by DCAMM.
- Compiled list of additional documentation or information identified by Designer as required to complete this Study, including further testing to be done.
- Existing Condition Report (for all tasks above) for both Horace Mann and Meier Hall including:
  - Summary of findings, issues and factors expected to have an impact on design alternatives and costs.
  - Site analysis.
  - Building condition narratives and annotated photographs documenting conditions of the site and existing buildings.
  - Existing, right sized, and proposed program in prioritized tabular format.
  - Classroom and lab utilization analysis.
  - Complete code analysis including Chapter 34 analysis and identifying permits, review and interactions with regulatory agencies required. Include compliance with Executive Order 594.
  - Draft prioritized list of recommended life safety, access, M/E/P and other required building systems, site, and infrastructure improvements to be considered.
  - Outline basis of design for systems and envelope work for the project to address MA climate and energy goals.
  - Order of magnitude costs for the renovation and new addition.
  - Base document set for Horace Mann and Meier Hall including:
    - Site Plan
    - Dimensioned floor plans, elevations and sections
  - Schedule and implementation plan.
  - Meeting/Workshop PowerPoint presentations and minutes.

Task 3 – Development & Evaluation of Alternatives

This phase of the study will focus on developing and analyzing a minimum of three meaningful alternatives for this project including both Horace Mann and the addition to Meier Hall and any associated swing space or permanent relocation. These scenarios will define and prioritize the deficiencies in building and site and identify the best and most cost-effective approach to address them and achieve the goals of this study. Develop a matrix based on agreed upon criteria to evaluate each option.

In addition, the Designer will assist in the development of the RFQ/RFP for the CM and participate in the CM procurement process.

Program

Create and analyze a minimum of three meaningful alternatives for implementing the recommended program, including backfill.

- Provide blocking and stacking diagrams and illustrate internal adjacencies and collaboration opportunities.

Site and Buildings

For each alternative of the Horace Mann Building renovation and the Meier Hall addition, include:

- Site plan and site planning diagrams; indicate any site issues and include circulation diagrams illustrating service access and pedestrian, vehicular and accessible paths of travel.
- Illustrative floor plans.
- Building sections.
- Building elevations.
- Digital three-dimensional views.
- Alternative HVAC design options to meet the goals of Executive Order 594 new building requirements and existing building requirements.
- Develop a matrix illustrating pros and cons analysis of alternatives based on criteria established by the designer, SSU, DCAMM and Commonwealth-contracted consultants or contractors.

Cost

Provide Order of Magnitude costs for each alternative for both the Horace Mann Building Renovation and the Meier Hall addition, including any swing space renovations and permanent relocation of programs, and any impacts of maintaining operations in Meier Hall during construction.

Schedule

- Further develop the project schedule for design through construction including required permits and associated required regulatory review which can impact the schedule.
- Evaluate schedule options and issues including construction adjacent to an occupied/operational building, swing space and permanent relocation.

Project Review Workshop

- Project Review Workshop: Conduct a workshop to provide all project participants and stakeholders an opportunity to comment on the key issues identified by the Study and to review the alternative concepts and preferred option selected from the work in Task 3. An appropriate presentation should be prepared for use and the selected alternative documented per the outcome of the Project Review Workshop.

Task 3 Deliverables

- Documentation of alternatives.
- Design quality memo summarizing pros and cons analysis for each alternative and the preferred alternative with regard to the SSU and DCAMM goals for the project, costs, construction schedule, and potential implementation impact.
- Meeting/workshop presentations and minutes.

Task 4 – Development and Evaluation of Preferred Concept

This phase will outline the preferred project strategy and plan for its implementation distilled from the alternatives and as directed by DCAMM and SSU and, if applicable, as informed by the CM. Include comments from the Project Review Workshop(s).

Program

- Finalize detailed prioritized tabular program listing all programmed and support spaces.
- Revise relationship diagrams depicting important adjacencies.
- Revise room data sheets for each space with room layouts as required including furniture, equipment and clearance requirements.
- Finalize equipment list and performance requirements.

Site and Building

- Develop a narrative that clearly outlines the preferred strategy for renovation, new construction, swing space and permanent relocation as well as the rationale for their selection, including a detailed approach to maintaining operation in non-renovated spaces in Meier Hall.
- Produce a site plan to scale showing building footprint(s) and all proposed site, civil, and landscape work included in the estimate.
- Coordinate any further required geotechnical investigation and hazardous material testing and analysis.
- Develop pre-schematic floor plans, exterior elevations, blocking and stacking diagrams, 3D views of key interior spaces and exterior perspectives.
- Provide a Basis of Design document for architectural, M/E/P/FP systems, and site.
- Provide building code analysis for the Horace Mann Building and Meier Hall as it relates to the addition.
- Provide a review of permits and compliance requirements.
- Prepare an outline specification for the preferred alternative.
- Conduct an Energy/Carbon Workshop to set targets and goals for energy use intensity (kBTU/sf), HVAC systems, and carbon footprint, including EUI target of 20% or more better than code, a LEED checklist, energy and water use estimates, and other items as required for Executive Order 594 compliance.
- Schedule and lead a preliminary meeting with key AHJ officials including but not limited to the building inspector and fire chief.
- Outline a basis of design consistent with MA climate goals and options for building systems requirements, including high performance envelope, right-sized systems, and using low carbon fuels for meeting thermal loads.

Cost

- Develop detailed cost estimate per the DCAMM cost estimating manual
- Provide pricing narrative for all architectural, M/E/P/FP, structural, civil and landscape work, reconciled with the CM.

- Conduct workshop to reconcile costs attended by design team cost estimator; budget and costs must be aligned prior to moving into Schematic Design.

Schedule

- Develop schedule of design and construction for all project elements.

Develop implementation schedule including required permitting and regulatory reviews, construction phasing, required move coordination, swing space, permanent relocation and other critical logistics, enabling projects, such as the impacts of maintaining operations in Meier Hall during construction.

Task 4 Deliverables:

- Concise presentation explaining preferred option
- Memorandum that clearly outlines all program, scope, budget, and schedule of the preferred alternative, as well as the rationale for selection.
- Workshop/Meeting Presentations and Minutes

Task 5 – Draft Study Report

A draft study report that will include compiling the products of Tasks 2-4 for review. This report will be the basis for the Final Study Report and will be updated to include any changes which occurred during Schematic Design. Draft documentation of the Study process will include the following deliverables:

Task 5 Deliverables

Draft Study Report incorporating all revisions as directed by DCAMM for final DCAMM review and approval

- All drawings, tables, charts, and narratives required to record decisions and support the preferred alternative. Drawings, tables, and charts may be reformatted to make sure they are easily readable within an 8.5 x 11" portrait report format.
- The development of the preferred alternatives and the final renderings should also be included in the draft report.
- Meeting minutes.

Note: The fee associated with the Tasks below will be negotiated during the study phase, following the determination of the precise building program. The Designer's contract will be amended to incorporate the final fee and scope for the Schematic Design/Certifiable Study phase.
If necessary, a memo will be issued outlining any revisions to the Work Plan that might be required.

Task 6 - Schematic Design

Prepare and submit a Schematic Design package for the renovation of the Horace Mann Building and the addition and associated renovations to Meier Hall in full accordance with DCAMM's Designer's Procedures Manual and Cost Estimating Manual. Tasks under the Schematic Design Phase include, but are not limited to:

- Coordinate initial Schematic Design conference.
- Attend progress workshops with DCAMM, SSU, Designer's team, and CM.
- Finalize building site plans.
- Floor plans of all levels identifying all program spaces, including security, and the proposed location of MEP and structural systems (with appropriate space requirements).
- Existing conditions and demolition floor plans for all trades as required.
- Finalize Building Code analysis.
- Coordinate with DCAMM's accessibility consultant to ensure the building is designed to Universal Design / MAAB / ADA standards and best practices.
- M/E/P design to include HVAC systems that are fossil fuel free or meet the requirements of Executive Order 594.
- Meet with the local inspectors to review the schematic design documents.
- Conduct a life cycle cost analysis.
- Prepare a resiliency narrative.
- Prepare a commissioning plan.
- Finalize cost estimate and lead cost estimating activities, including, if applicable, cost reconciliation with the CM and/or other Commonwealth-contracted consultants/contractors to meet budget.

Required Workshops

- Cost Reconciliation Workshop(s) to finalize the cost estimate to meet the budget.

Task 6 Deliverables

- Schematic Design submission as required per the DCAMM Designer's Procedures Manual
- Outline Specifications based on DCAMM's Standard Specifications
- Two Cost Estimates per the DCAMM cost estimating manual
- Resiliency narrative
- Meeting/Workshop presentations and minutes

Task 7 – Certifiable Building Study Report

Prepare Certifiable Building Study Report compiling the deliverables from tasks 2-6. Incorporate comments from draft report into a final report for certification, including an executive summary and project narrative. Submit one draft copy for final DCAMM review and comment prior to final submission in digital and spiral-bound hard copy formats (three copies maximum).

Task 7 Deliverables

- Draft report compiling the products of Task 2 – 6 for review and comment by DCAMM and SSU.
- Final Report that incorporates comments from the draft report for certification in required digital and hard copy formats. The report package should provide a sufficiently detailed information package that describes all relevant aspects of the proposed renovation and new construction strategy and includes but not limited to: the executive summary; project narrative; project justification program and rationale for selection of preferred alternative; schematic design package; final universal design goals and ADA narratives, operations, M/E/P and site narratives; code analysis; energy costs, sustainable and resilient design approach; outstanding issues to be furthered in the Design Development phase; construction cost estimate and narrative; an operating cost analysis; and a proposed project schedule (Gantt chart).
- An appendix to the Final Report may include but not be limited to:
    - Survey drawings
    - Room data sheets
    - Meeting minutes and presentations
    - Specifications
    - Geotech and Hazmat Reports
    - Executive briefing Power Point presentation.

APPLICATION EVALUATION

Applications will be evaluated based on the DSB criteria for selection of semi-finalist and finalist appearing on the DSB website https://www.mass.gov/files/documents/2018/12/19/criteria-for-selection-of-semi-finalists-and-finalists-160707.pdf.The specific Personnel and Project Experience required is listed below.

Personnel

1. Architect (Prime Firm)
2. Mechanical Engineer (M/P/FP)
3. Electrical Engineer
4. Structural Engineer
5. Civil Engineer
6. Landscape Architect
7. Specifications Consultant
8. Cost Estimator (independent consultant required)
9. MA Building Code Consultant
10. Hazardous Materials Consultant
11. Higher Education Lab Planner - Programmer

- The title "Architect" refers to design professionals that maintain a current registration with the Massachusetts Board of Registration of Architects; and
- The title "Landscape Architect" refers to design professionals that maintain a current registration with the Massachusetts Board of Registration of Landscape Architects; and the title "Landscape Professional" refers to an individual who may not hold a certificate of registration from the Board of Landscape Architects, but can prove requisite experience, education and training that enable them to perform the landscape design services outlined herein; and
- The title "Engineer" refers to design professionals that maintain a current registration in any one of the engineering categories governed by the Massachusetts Board of Registration of Professional Engineers and of Land Surveyors.

Evaluation Factors

Applications will be evaluated based upon the requirements of M.G.L. C. 7C, § 49 and the work listed on DSB Application Form Sections 4 and 5 which illustrate current qualifications in the following areas:

1.	The Prime firm, through their Diversity Focus Statement (in Section 5), shall demonstrate their firm's implementation of Equity, Diversity, and Inclusion (EDI) principles within its organization and within the design profession. The Statement shall: • document the firm's track record for meeting and exceeding EDI goals, including the demonstrated track record of the Prime firm for meeting DCAMM or other agency diversity goals, highlighting in particular prior projects that have met or exceeded these goals

	• specify the firm's approach toward assembling the team for this project, both with internal staff and the inclusion of M/W/VBE firms • detail the experience of the working relationships among the team, including a description of the roles and responsibilities among the team members assigned to this project.
2.	The Prime and key proposed team members shall demonstrate specific experience with programming higher education science labs and flexible teaching spaces of similar size, type, scope and complexity, for both renovation and new construction in occupied buildings.
3.	Project leads for both the Designer and their key consultants shall have documented experience in Chapter 149A/Construction Manager at Risk projects of similar scale, type, and complexity, which demonstrate the ability to execute successful collaborations and lead the team and multiple stakeholders to arrive at a clear consensus and successfully constructed project.
4.	Key team members will have demonstrated experience in leading and facilitating projects which target high efficiency and climate resiliency in design and systems, including knowledge of Passive House and Net Zero building design principles, resilient design, considerations of site-specific resilience enhancements, decarbonization of fossil fuel systems, the integration of architectural elements and mechanical systems, and strategic electrification.

SUPPORTING DOCUMENTS

The scope of work for this project is supported by the materials listed below.

SSU Project BOLD Summary Report Readiness Study July 2020 Sasaki

SSU North Campus Clean Energy Feasibility Study August 2021 MEP

SSU Horace Mann Existing Conditions for Reno Assessment May 2018 Jones Architecture

Salem State FY23 Major Project Capital Request December 2021-SSU

PROJECT REQUIREMENTS

Project requirements, general conditions and/or requirements of this public notice include, but are not limited to:

Affirmative Marketing

MBE/WBE Participation

FOR ADS ADOPTING DCAMM AMP GOALS:

The Commonwealth is committed to helping address the disparity in the participation of minorities and women in design. Along with the MBE and WBE participation goals which reflect ownership status set forth below, the Designer Selection Board and DCAMM are interested in learning about the applicant firm's approach and commitment to diversity in its HR policy, its overall business practices and in assembling this project team. Firms are encouraged to be creative in assembling their teams by considering dividing the work of a particular discipline, when appropriate, including work it would typically provide in house, partnering, offering opportunities to qualified firms with which it or its consultants have not previously worked or firms that may have less experience working on public projects, and other means that provide additional opportunities for MBE and WBE firms in new ways.

Applicants, as prime firm and team lead, should include in their application, under Section 5, a Diversity Focus Statement directly addressing their approach to enhancing diversity in assembling the team for this project, including a clear description of each working relationship, and in their overall HR and business practices. The Designer Selection Board strongly encourages teams composed of firms that expand the overall breadth of different firms working on DCAMM projects. See also Evaluation Factors.

In accordance with M.G.L. C.7C, §6 and Executive Orders 526 and 565, the **Division of Capital Asset Management and Maintenance (DCAMM)** has established minimum MBE and WBE participation goals of **5.4% MBE and 10.4 % WBE** of the overall value of the study and final design contracts for this Contract/project. Applicants must utilize both MBE and WBE firms whose participation meet these separate participation goals set for the Contract. The separate MBE and WBE participation goals must be met within the list of requested prime and sub-consultants and those MBE and WBE firms with which they team. MBE and WBE firms providing extra services, such as surveying or testing, can also contribute to the MBE and WBE participation on the project.

All applicants must indicate in their applications how it or its consultants will meet these goals and will be evaluated on that basis. Further information about the MBE and WBE Program appears in the "Participation by Minority Owned Businesses and Woman Owned Businesses," in the Commonwealth of Massachusetts Contract for House Doctor Services at Attachment F, and a list of firms currently MBE or WBE certified appears on the Supplier Diversity Office website: https://www.mass.gov/orgs/supplier-diversity-office-sdo.

Applications from MBE and WBE firms as prime consultant are encouraged. Applicants that are themselves MBE or WBE certified may use their participation toward meeting the goal for the certification they hold and will be required to bring participation by additional firm(s) that holds the necessary SDO certifications to meet or exceed the goals on this Contract. Applicants are strongly encouraged to utilize multiple disciplines and firms to meet the MBE and WBE goals. Consultants to the prime can team within their disciplines in order to meet the MBE and WBE goals, but must state this relationship on the organizational chart (Section 6 of the application form). Please note that only firms that are currently Massachusetts Supplier Diversity Office certified as MBE or WBE can be credited toward meeting project MBE or WBE goals.

Additional Diversity Programs:

Veteran Owned Business Participation Benchmark – Chapter 108 of the Acts of 2012; Executive Order 565

The Commonwealth encourages the participation of Service-Disabled Veteran-Owned Business Enterprises ("SDVOBE") and Veteran-Owned Business Enterprises ("VBE") on its design projects. The benchmark for combined SDVOBE and VBE participation on DCAMM and other Executive Branch agencies design projects is 3% of the contract price as set forth in the standard DCAMM Contract for House Doctor Services referenced herein.

In addition, the Commonwealth encourages the participation of Disability-Owned Business Enterprises (DOBEs) and Lesbian, Gay, Bisexual, and Transgender Business Enterprises (LGBTBEs) firms on its design projects (see Executive Order 565 -No. 565: Reaffirming and Expanding the Massachusetts Supplier Diversity Program | Mass.gov.

Energy, Sustainability and Climate Change Adaptation

Executive Order 569: Establishing an Integrated Climate Change Strategy for the Commonwealth

Projects undertaken under this contract shall comply with all applicable requirements of Executive Order 569 – see https://www.mass.gov/executive-orders/no-569-establishing-an-integrated-climate-change-strategy-for-the-commonwealth. Project teams will need to complete the DCAMM Resilience Checklist and the design requirements of the Resilient MA program (resilientma.org).

Executive Order 594: Leading by Example – Decarbonizing and Minimizing Environmental Impacts of State Government

Projects undertaken under this contract shall comply with all applicable requirements of Executive Order "594" (EO 594) or the most recent Leading by Example Executive Order (see, especially, Section 4 for information about requirements for existing buildings): see https://www.mass.gov/executive-orders/no-594-leading-by-example-decarbonizing-and-minimizing-environmental-impacts-of-state-government.

Building studies may include preliminary estimates of the project's energy use, water use, and greenhouse gas emissions using protocols established by EOEAA or as determined by DCAMM. No building study shall be certified for final design unless all means, methods, and commitments required to mitigate the project's impact on the operating agency's plan for meeting goals of the relevant Executive Orders are documented in the consensus solution, implementation plan and estimated construction cost.

Universal Design/Accessibility

Universal Design

Design solutions provided under this contract are expected to meet the diverse and changing needs of users across age, ability, language, ethnicity and economic circumstance. **DCAMM** welcomes innovative design strategies that are usable by the widest range of people operating in the widest range of situations without special or separate design. The design team is expected to utilize the Goals of Universal Design https://idea.ap.buffalo.edu/about/universal-design/ as guidance for applying Universal Design and accommodating people of all abilities.

Accessibility

The Designer's team must comply, at a minimum, with 521 CMR, The Rules and Regulations of the Architectural Access Board (https://www.mass.gov/orgs/architectural-access-board), as well as the 2010 ADA Standards for Accessible Design (https://www.ada.gov/regs2010/2010ADAStandards/2010ADAstandards.htm). When the requirements of these two laws differ the Designer's team shall comply with the one that provides the greater degree of accessibility. The Designer's team is also expected to understand and reflect in its design the civil rights obligations of the Commonwealth under Title II of the Americans with Disabilities Act (http://www.ada.gov/regs2010/titleII_2010/titleII_2010_regulations.htm) to provide equal access to programs, services, activities and comply with ADA scope requirements for alteration of primary function areas, as applicable. **DCAMM** will use its accessibility consultants to provide technical assistance and oversight for accessibility compliance during the study, design and construction process, including accessibility audits of existing buildings. The Designer will incorporate the work of the accessibility consultant into their construction documents. If an accessibility consultant is assigned, then the House Doctor must review and incorporate the accessibility consultants' findings into their proposed work. Assignment of an accessibility consultant does not relieve the House Doctor, designer, or their code consultant of their obligation to make sure all accessibility requirements are met on the project.

Policies & Procedures

Financial Statement

M.G.L. c. 7C, §51 requires that on public design contracts where the total design fee is expected to exceed $30,000 and for the design of a project for which the estimated construction cost is expected to exceed $300,000 the Designer shall:

a) File its latest CPA or PA audited financial statement with the Division of Capital Asset Management and Maintenance (DCAMM), and continue to do so annually throughout the term of the contract;
b) Submit a statement from a CPA or PA that states that they have examined management's internal auditing controls, and expresses their opinion regarding those controls to DCAMM.

DCAMM Procedures

The Designer must be familiar with the procedures established in DCAMM's Designer Procedures Manual dated August 2008 (https://www.mass.gov/doc/designers-procedures-manual). Applicants are

urged to review and become familiar with the following supplemental material, which is available on the web at: (http://www.mass.gov/dcam).

Electronic Project Management Information Systems

Consultants will be required to use DCAMM's electronic web-based project management information system as a repository for project correspondence, documentation, project budgeting, and scheduling. No special software is required.

Workshops

DCAMM and the Designer's team will hold periodic workshops to ensure that critical issues are not overlooked and that all team members have an opportunity to contribute their expertise, to anticipate potential obstacles, to identify potential solutions, and to expedite the decision-making process. Attendance by key members of the Designer's team will be required at all workshops.

Environmental and other supplemental services

Development of any hazardous materials assessments, specifications, and documents will be provided through the Hazardous Materials Consultant design team member identified above. **DCAMM** reserves the right to obtain supplemental services through independent consultants who will collaborate with the Designer's team. These supplemental services may include, but are not limited to, asbestos inspection and monitoring, and indoor air quality testing and monitoring.

Construction Specifications

The Designer shall utilize the DCAMM Standard Specification.

Cost Estimating

Cost estimates, cost models, and estimator participation in both the study and the design phases shall meet the requirements of the current DCAMM Cost Estimating Manual and will be submitted in Uniformat II in the study phase and in both Uniformat II to Level 3 and CSI Masterformat in the design phase. The Cost Estimating Manual can be found at https://www.mass.gov/doc/cost-estimating-manual and Uniformat II can be found at http://fire.nist.gov/bfrlpubs/build99/PDF/b99080.pdf.

Building Information Modeling (BIM)

Building Information Modeling (BIM) will be used in the study, design, and construction phases of the project. The BIM List of Services can be found at https://www.mass.gov/doc/bim-list-of-services/download . This List of Services document is a general statement of DCAMM's current requirements regarding the use of Building Information Modeling technology in agency projects. The specific requirements regarding use of the BIM will vary depending on the nature of the project, the levels of development delineated in the DCAMM approved BIM Execution Plan for the project, and the diverse purposes for which DCAMM will use the BIM during the life cycle of the facility from design through facility operations. In all instances, the language of the project contract(s) will be controlling.

Building Commissioning

DCAMM will include an independent third-party building commissioning agent as part of this project. The commissioning agent will develop in collaboration with DCAMM an operations and maintenance plan as a reimbursable expense during the building commissioning phase. The commissioning agent will meet with DCAMM and the Designer's team during planning, design and construction to evaluate design proposals and make recommendations to ensure the maintainability and operational efficiency of the new building.

CM at Risk

The construction of this project will be performed utilizing a construction management at-risk (CMAR, sometimes referred to as CM/GC) contract in accordance with M.G.L. c. 149A. It is anticipated that the CM will be on board during the Schematic Design phase of the project.

Integrated Project Delivery Approach/Lean Construction Tools

To the extent allowed under the Commonwealth public procurement laws and regulations, DCAMM may elect to use some aspects of an Integrated Project Delivery (IPD) approach, as generally described in the AIA document Integrated Project Delivery: A Guide (2007) – (see https://zdassets.aiacontracts.org/ctrzdweb02/zdpdfs/ipd_guide.pdf for informational purposes). To the extent the IPD approach and/or Lean Construction Tools conflict with DCAMM's contract terms or the laws governing DCAMM, then the contract documents and laws shall take precedence. DCAMM's preliminary approach to IPD will use CM procurement with the goal that DCAMM, client agency, Designer, CM, trade partners, and other key stakeholders will work as an integrated project delivery team within the existing statutory and contractual frameworks.

DCAMM may elect to use Lean Construction Tools as part of the IPD project delivery approach. The Lean Tools that DCAMM may use in connection with the project include Value Stream Mapping, Set Based Design, Target Value Design, A3 Decision-making, and Last Planner™ - (see https://leanconstruction.org/uploads/wp/media/docs/LCI_Glossary12232015.pdf for informational purposes).

CONTRACT REQUIREMENTS

Contract for Study, Final Design, and Construction Administration Services

DCAMM uses one standard *Contract for Study, Final Design and Construction Administration Services* (October 2020) (Contract). If selected for study services, the applicant agrees to execute the Contract or its successor, without revisions or modifications. *No costs shall be incurred or work performed before all contract documents are properly executed and a project Notice to Proceed is issued in accordance with the terms of the Contract.*

If this Notice indicates that the Schematic Design/Certifiable Building Study fee is to be negotiated, following successful fee negotiations, the Contract will be amended to incorporate a scope and fee for

schematic design and certifiable study services. If study certification pursuant to M.G.L. c. 7C is completed, the Contract may be amended to incorporate the design and construction administration scope of services and fee. At the conclusion of the study, if the applicant is requested by DCAMM to perform final design services, the applicant agrees to amend the Contract's scope of services to include final design and construction administration services (Attachment G – Design Phase Scope of Services), and the certified study, and any other documents as necessary. Designers awarded the Contract for Study and/or schematic design are not guaranteed to be awarded the Design Phase.

Study Phase: DCAMM has established a goal of **ten (10) months** to complete a Study, including Schematic Design.

Design Phase: DCAMM has established a goal of **nine (9) months** to complete design (DD and CD). The schedule for construction administration services will be established (if applicable, in consultation with the CM) as part of the study phase.

The Contract is available on the DCAMM website at:
https://www.mass.gov/doc/contract-for-study-final-design-and-construction-administration-services-0/download.

Also available is a template Design Phase Amendment, which includes a sample form of Attachment G – Design Phase Scope of Services. https://www.mass.gov/files/documents/2017/11/06/contract-for-study-final-design-and-construction-admin-services.pdf.

Applicants are advised that certain documents are required as a condition of contract execution, including, without limitation, evidence of professional liability insurance in an amount equal to the lesser of $5,000,000 or 10% of the Project's Fixed Limit Construction Cost, but in no event less than $250,000 per claim (i.e., minimum coverage of $250,000 up to $5,000,000 per claim depending on the construction cost). Evidence of pollution liability coverage in compliance with the Contract requirements may be carried by the Hazardous Materials Consultant identified above. All other coverage must be carried by the Designer.

CONDITIONS FOR APPLICATION

Before a designer can apply for a project within DSB jurisdiction, they must file a written "disclosure statement" in accordance with M.G.L. c. 7C, § 48. The statement provides the basis for the DSB informational database and verifies that the designer meets certain general qualification and ownership requirements detailed in M.G.L. c. 7C, §§ 44 and 48. To help firms meet this requirement, the Designer Selection Board provides an online registration system that can be accessed at https://www.mass.gov/service-details/new-dsb-online-registration-process. Firms must register on this platform to submit the required disclosure statement; paper disclosure statement submissions are no longer accepted. As part of applying for a particular project, firms must verify that the information provided remains accurate and up-to-date or, if necessary, submit updated information.

APPLICANTS PLEASE NOTE

The Designer Selection Board has transitioned to a new online system for all of its operations on the AUTOCENE Enterprise Automation Platform. We encourage everyone in the design community to enter all their information and start getting used to this powerful new product! The board no longer accepts jurisdictional applications through our old application system and all new applications must be completed within Autocene. New users can request credentials through the system login screen: https://dsb.formverse5.com/FORMVERSESERVER-DSB/WebApp/Login.aspx.