# PUBLIC NOTICE OF DESIGNER SELECTION

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

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| **DSB List#:** | **22-06** | |
| **Notice Date:** | February 23, 2022 | |
| **Submission Deadline:** | March 16, 2022 | At 2:00 PM |
| **Project Number:** | QCC 2201 | |
| **Project Title:** | Quinsigamond Community College – IQ Center | |
| **Project Location:** | Worcester, MA | |
| **Awarding Agency:** | Division of Capital Asset Management and Maintenance (DCAMM) | |
| **Estimated Construction Cost:** | $18,866,293 | |
| **Fee for: Study:** | $465,000 | |
| **Schematic Design:** | To be Negotiated | |
| **Final Design:** | To be Negotiated | |

**Contract Type:**

- [x] Study & Design Services

**Prime Firm Requested:**

- [x] Architect
- [ ] Landscape Architect
- [ ] Engineer
- [ ] Interior Designer
- [ ] Programmer
- [ ] Construction Manager
- [ ] Other:

**Immediate Services Authorized:**

- [ ] Schematic Plans and Outline Specifications
- [x] Certifiable Building Study
- [ ] 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] Schematic Design
- [x] Design Development Plans and Specifications
- [x] Construction Plans and Specifications
- [x] Administration of Construction Contract
- [ ] Other:

# AGENCY INFORMATION

The Division of Capital Asset Management and Maintenance (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.

Quinsigamond Community College (QCC) is one of 15 publicly funded community colleges in Massachusetts and was established in 1963 to provide access to higher education for residents of Central Massachusetts. For over 55 years QCC has provided thousands of men and women opportunities for a first-rate education and personal growth, whether preparing them for immediate entry into the workforce, transfer to bachelor level programs in four-year colleges and universities, or for personal and cultural enrichment.

Enrollment has grown from 300 in the early 1960s to over 9,500 full and part-time day and evening students served (annual unduplicated headcount). Programs include over 120 associate degree and certificate career options in Business, Hospitality Management, Engineering Technology, Education, Healthcare, Human Services, Liberal Arts, Maintenance Technology, and General Studies. The College also offers a wide variety of non-credit courses, workshops, and seminars through its Center for Workforce Development and Continuing Education.

Located on West Boylston Street in Worcester, the main campus consists of almost 365,000 GSF in 8 buildings. In addition, the College has program locations in downtown Worcester at its Healthcare and Workforce Development Center, the Senior Center in Worcester (Hospitality & Recreation Management), Burncoat High School in Worcester (Automotive Technology), Assabet Valley High School in Marlborough, and Southbridge High School in Southbridge.

# PROJECT OVERVIEW

DCAMM, together with QCC, seeks expert professional services for study, design, and construction for the transformation of the existing Athletic Center Building on the main campus at 670 W. Boylston St. in Worcester, MA. The project involves renovation, demolition, and expansion of the campus' Athletic Center, an antiquated, underutilized facility built in the 1960's, to provide a nexus of career development in Central MA and create a new center for Innovation, Integration, and Impact (IQ Center) at QCC.

The scope of work will include, but will not be limited to:

- Review existing documentation, including previous studies (see Supporting Documentation).
- Analyze existing conditions for the Athletic Center and assess options for full or partial demolition.
- Evaluate current and future programmatic needs.
- Review best practices in the design of academic and athletic spaces, including current trends, specialty instructional spaces, use of technology.
- Review relevant sustainable design practices, and measures to improve building resiliency.

- Finalize program and project scope.
- Develop conceptual design alternatives and select a preferred alternative.
- Evaluate phasing and swing space alternatives.
- Develop a preferred alternative and complete Schematic Design.
- Complete a Certifiable Study (with 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.

## Project Background

The IQ Center project will be a phased/occupied renovation and expansion of the campus' Athletic Center to a nexus of career development in Central MA that ensures affordable and accessible space for in-demand programs and support services.

The existing Athletic Center is a 47,585 square foot steel frame building constructed in 1965. The building originally contained a gymnasium as well as a full-size swimming pool overlooked by concrete bleachers and a 20-foot-wide concourse. Since construction, ramps have been added to improve access between the split levels. In 2008, the swimming pool was filled-in and capped due to maintenance cost; the resulting space is used for fitness training. Over time, the program housed in the building has grown to include an advanced manufacturing lab, several flex classrooms, campus police and campus facilities.

# PROJECT GOALS

The IQ Center project will allow QCC to better meet identified critical needs highlighted in the Central MA Regional Blueprint and to achieve the highest and best use for space which is currently underutilized by:

- Renovating or replacing underutilized space in the athletic building.
- Expanding high demand advanced manufacturing program space to programming to align with significant transformations in the field and essentially graduate more work-ready students.
- Growing business/hospitality programming, which is currently limited by leased space at the Worcester Senior Center (hospitality is identified as a "critical industry" in the Central MA Blueprint).
- Adding important student support services to ensure students enrolled in new and expanded occupational pathways develop soft skills for career success.
- Providing effective support spaces for continued and improved access to health and wellness facilities.

The IQ Center project will prepare the campus for advanced, career-centric education while addressing two significant current challenges:

1. Campus and building accessibility will be addressed through the interior and exterior aspects of the design.

2. High demand for academic and workforce development programming space on the main campus will be addressed by providing increased flexible classroom, multi-disciplinary, and collaboration spaces.

## Key Design Objectives

### *Create Flexible Environments for Active Learning and Collaborations*

The renovated and expanded Athletic building shall foster learning and collaboration and be a welcoming hub for students, faculty, and staff. State-of-the-art multi-functional spaces shall be designed for maximum flexibility to adapt to a variety of uses and evolving needs. The Designer must be aware of current and emerging trends in designing for rapidly evolving instructional programs and technology enabled environments.

### *Envision a Signature Building*

Prominently located at the top of the main pedestrian access spline that connects student parking with the academic campus, the renovated and expanded IQ Center will act as a significant entry point to the campus. The design should reflect the educational mission of the College while providing an inclusive and welcoming access point to the campus.

### *Realize a Sustainable High-Performance Building*

In support of QCC'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. 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*

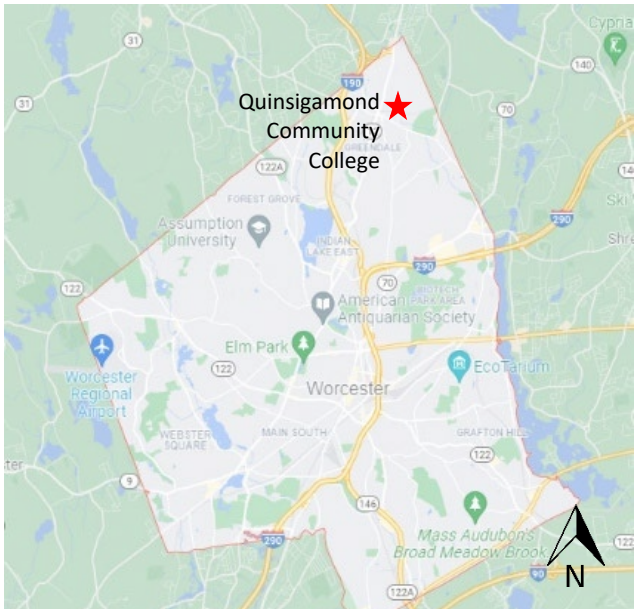
For purposes of this project, resilience is defined as: ensuring that state facilities can be operated or adapted to resist and recover from the effects of hazards in a timely and efficient manner. This includes ensuring the preservation, restoration, or improvement of its essential structures and functions 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*

QCC's hillside campus has long created complexity around campus accessibility and the Athletic building provides a key accessibility route on campus. The building itself, however, does not meet current accessibility codes. 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 Location

QCC is located along a commercial corridor at 670 West Boylston Street in the north part of Worcester, MA and is surrounded on three sides by primarily residential neighborhoods.




*Worcester, MA - QCC location map*

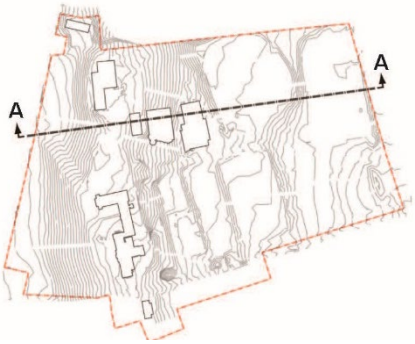

*Quinsigamond Community College – aerial view with regional context*

# Existing Conditions

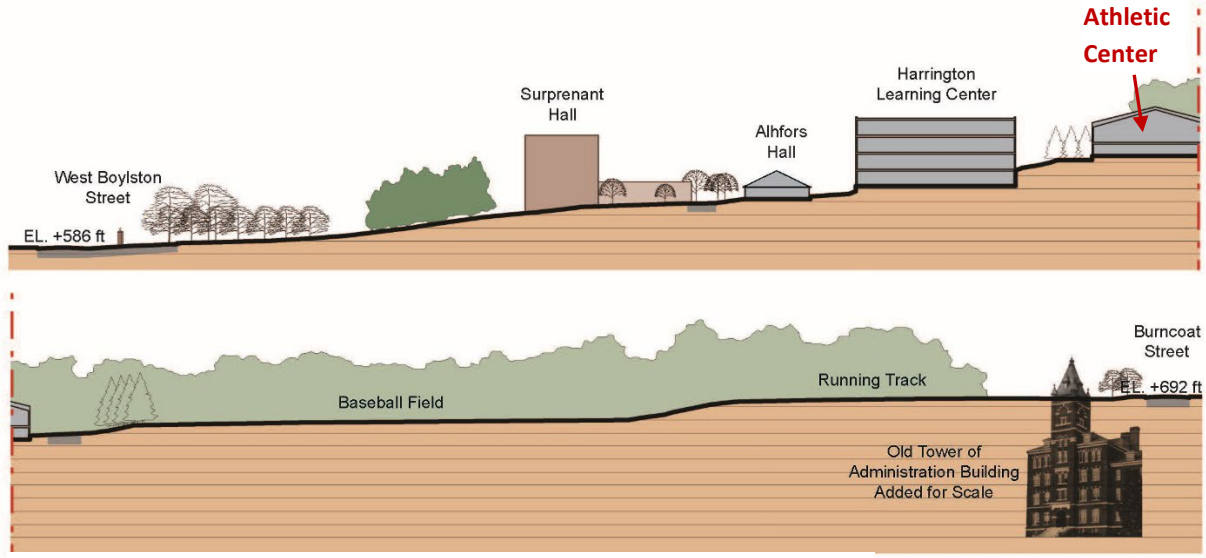
## *Site*

The QCC campus is a “hillside campus” and the topography of the site plays a significant role in the physical character and identity of the campus. The project site is located at the Athletic Center Building which is the top of the primary pedestrian walkway on campus.

Due to the grade, accessibility between buildings is an ongoing issue. Current access to the Athletic Center is by vehicle only and there is no existing accessible route from the Athletic Center to the academic buildings below.




*Section AA Cut through the Campus*




*Campus Section AA from the 2007 Masterplan*

## *Building*

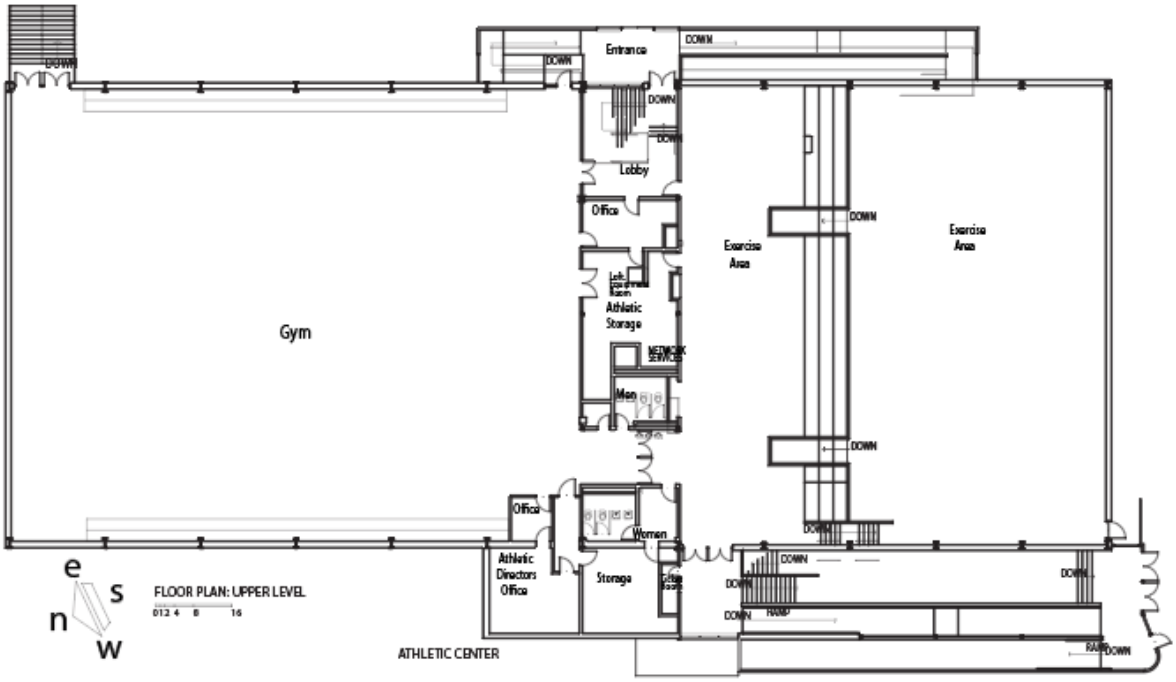
The IQ Center Project involves demolition, new construction, and/or a phased/occupied renovation of the Athletic Center Building.


*The Athletic Center Building*

The Athletics Center Building is a split-level building. The two-story north part of the building houses the gymnasium on the upper level and athletics support spaces, classrooms, an advanced manufacturing lab, campus Police, facilities, and several storage and building mechanical spaces on the lower level. The single-story south part of the building is currently used for fitness training.

Accessibility is a significant issue at the facility. The building is not serviced by an elevator. Currently, both the main floor and lower level are accessed by long ramps on either side of the building. These ramps, which are not in conformance with current accessibility standards, are inconvenient to use and take up considerable floor area. The fitness programming area in the south part of the building is not accessible.

For further information regarding the existing conditions, please see Supporting Documents.




*Existing Upper-Level Plan of the Athletic Center Building*

## Project Components

The final scope, program, and size of the IQ Project is to be developed and confirmed during the Study. The project will include the identification of swing space and will be phased to accommodate program needs. Renovation will be in an occupied building. The new facility will be approximately 57,000 GSF.

A preliminary conceptual study (provided in the supporting documents to this Ad) identified the following scope:

***Sitework*** (to be confirmed curing study)

Landscape and sitework associated with the creation of a new gateway to the campus, including, but not limited to, parking reconfiguration (as needed) and accessible walkways from the main parking areas to the athletic fields, Harrington Hall, and the Quest Center.

### ***Building Renovation*** (to be confirmed during study)

25,000 GSF of renovation to the north portion of the building including:

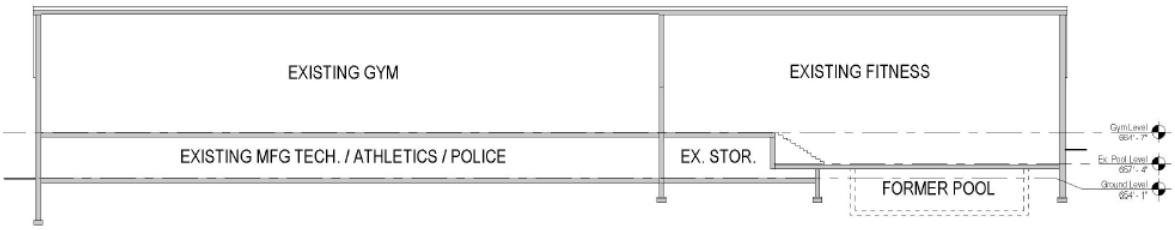
- limited renovation to the existing gymnasium focused on accessibility, modern HVAC, fire protection, and energy efficiency measures.
- more extensive renovation of the lower level involving the expansion of the campus police, right sized and fully accessible athletic support spaces, and flexible fitness spaces to support multiple programs.

### ***Building Demolition / Addition*** (to be confirmed during study)

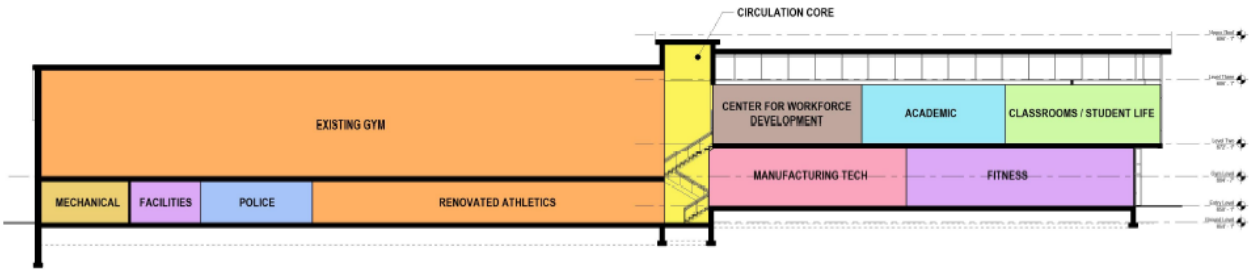
The demolition of the single-story south portion of the building (the old swimming pool – 12,800 GSF) and construction of a new 32,000 GSF 2 story addition that acts as a gateway to the campus. The new addition would provide a vertical circulation core that includes elevators and stairs to connect all levels.

Program in the new addition includes:

- General purpose classrooms
- A large flexible multipurpose room (dividable)
- Student activities spaces
- A right-sized fitness center
- A commercial training kitchen
- An advanced manufacturing technology & robotics lab
- An advanced manufacturing classroom
- An e-game design and usability testing space




*Existing Building Section*




*Preliminary Proposed Building Section*

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.

For these purposes, 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.

## 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** - Development & Evaluation of Preferred Concept

**Task 5 -** Draft Study Report

**Task 6** - Schematic Design

**Task 6 -** 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 QCC working group to review project goals and objectives, planning process, schedule of milestones, information, and data requirements, etc. All Designer 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 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. All study services authorized by any Notice to Proceed must comply with the workplan approved by the DCAMM Director of Planning, which will be incorporated into the Designer's contract upon written approval.

During 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, scope, budget, and schedule for the project
- A detailed scope of work outlining tasks and deliverables
- 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, and/or climate resilience goals
- Confirmation of team members' roles and their expected participation including MBE/WBE participation
- Evaluation of the preliminary total project cost (TPC) developed by DCAMM
- 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:*

- Final Work Plan identifying project goals, key dates, deliverables, and project schedule
- Presentation materials and Meeting Minutes for all meetings/presentations
- Project Directory including list of stakeholders

## *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.

**Existing Documentation Review and Analysis**

- Review documentation provided by DCAMM and QCC and identify any additional material or information needed to complete this Study.

**Program Development**

The Designer, with their consultant(s), will confirm all program requirements for this project. This will include an analysis of the existing program relative to right-sized standards as well as future program requirements. It is important that the program incorporate best practices, which may include

opportunities for shared spaces, online and hybrid learning technology, and impacts of "Future of Work" space planning. 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, typical room layouts, and adjacency diagrams indicating key relationships and technical requirements. The program will be reviewed and endorsed by QCC and DCAMM before proceeding to the development of alternatives. The Designer will:

- Schedule and facilitate a tour (s)/site visit(s) of comparable facilities to assist QCC and DCAMM in the planning process.
- Review the conceptual planning study prepared by PRA Architects and analyze QCC's current and future programmatic needs.
- Review best practices for modern planning for buildings of this type, applicable regulations, future trends, and goals for consolidation.
- Interview QCC representatives to gain a thorough understanding of their mission, programs, staffing, functional and technical requirements, and any other relevant planning-design considerations.
- Review any classroom and lab utilization available based on current and projected enrollment.
- Provide a narrative which documents and presents a justification for all programmatic needs and requirements.
- Develop detailed tabular space program (existing, right sized, and proposed) broken down by individual functional area and sub-area and identifying all net useable square footage, and all gross space requirements.
- Confirm program is detailed enough to ensure its accommodation in the new/existing building.
- Evaluate the program with respect to industry standards and norms as well as the established budget.
- Provide spatial adjacency diagrams indicating key relationships, and technical requirements
- Provide preliminary Room Data Sheets with typical room layouts and spatial adjacency and technical requirements.
- Compile equipment list identifying existing equipment and new equipment, including space and power requirements to inform the space program.

**Existing Site and Building Conditions Analysis and Documentation**

- Review Executive Order 594 and the current Massachusetts Leading by Example Executive Order, LEED criteria, and other applicable performance data requirements.
- Review and confirm site elements including, but not limited to, pedestrian circulation, accessibility, vehicular circulation, parking, topography, infrastructure, open space, and possible regulatory requirements.
- Provide updated survey information as needed.
- Perform site geological testing as needed to understand the presence of arsenic and lead in the ground.
- Provide an evaluation of vulnerability to flood, storm surge, rising sea level, increased precipitation, temperature and identify strategies to fix known problems and avoid risk (use

Resilience Checklist and the Resilient MA Action Team Climate Resilience Design Standards Tool).

- Perform a visual survey, supplemented by destructive testing (which may include sampling and testing of known or suspected hazardous materials), if necessary, to confirm building conditions and to support accurate conceptual pricing.
- Evaluate feasibility of options for full or partial demolition of the Athletic Center.
- Interview QCC facility and maintenance staff for input on condition, use and operation of building.
- 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 a thorough survey and analysis of hazmat conditions.
- Provide scope, methods and cost for hazmat remediation as required for this project.
- Provide a complete code analysis, relevant to anticipated permit application date, including a comprehensive Chapter 34 analysis.
- Identify necessary permits, reviews and interactions with regulatory agencies and factor into detailed timeline for project delivery.
- 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.
- 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.
- Provide a base set of existing condition drawings.

**Cost**

- Develop order of magnitude cost estimate for space program and building renovations to assist in prioritization.
- Provide a current assessment of the construction cost escalation rate for similar buildings in Massachusetts.
- Recommend potential options to reconcile preliminary costs with project budget for review by DCAMM.
- Develop analytical framework for measuring construction and operating cost impacts during study and design phases, include but not limited to life cycle costs, utility incentive rebates, and other incentives.

**Schedule**

- Prepare preliminary design and construction schedule and/or phasing plan. Show in detail permitting and regulatory reviews required and their impact on timeline.

*Task 2 - Deliverables*

- Complete annotated list of all documentation provided to the Designer by DCAMM and QCC.
- 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) including:
  - Summary of findings, issues and factors expected to have an impact on design alternatives and costs.
  - Site analysis.
  - Building condition narratives and photographs documenting conditions of the site and existing buildings.
  - Existing, right sized, and proposed program in tabular format.
  - 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, MEP 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.
- Memorandum on order of magnitude costs.
- Detailed project schedule.
- Base drawings including:
  - Existing site plan.
  - Dimensioned existing floor plans, elevations, and sections of the Athletic Center Building.
- Meeting/Workshop 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. These scenarios will define and prioritize the program needs, account for swing space, address the deficiencies in the building and site, and identify the best and most cost-effective approach to achieve the goals of this study.

This phase will also include participation in the statutorily required Designer role in the prequalification and selection of the Construction Manager.

**Program**

Create and analyze a minimum of three alternatives for implementing the recommended program.

- For each alternative provide blocking and stacking diagrams and illustrate internal adjacencies and collaboration opportunities

**Site and Buildings**

For each alternative include:

- Site plan and site planning diagrams; indicate any site issues and include circulation diagrams indicating 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.
- Project schedule for design through construction including review of swing space needs, phasing, and required permits and associated required regulatory review which can impact the schedule.
- Order of magnitude costs including swing space requirements.
- Present a matrix illustrating pros and cons analysis of alternatives based on criteria established by the designer, QCC, & DCAMM and Commonwealth-contracted consultants or contractors, which may include (if applicable) the construction manager at risk procured for the project (CM) including but not limited to: accomplishing the goals of QCC and DCAMM; feasibility; constructability; reduction of carbon, energy and water consumption; de-carbonization of MEP systems; improved overall climate resilience of the building; improved accessibility throughout the building and site; impact on maintenances and operations; cost avoidance; construction schedule; implementation difficulty and potential impact on day to day operation of building; and any other implementation requirements and criteria identified by the Designer's Team, QCC, DCAMM or (if applicable) the CM and/or other Commonwealth-contracted consultants/contractors.

**Cost**

- Provide Order of Magnitude costs for each alternative including swing space and accounting for the requirement to maintain operations 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 phasing, swing space needs, renovation in occupied space, and timing.

**Required Workshops**

- Project Review Workshop: Conduct a workshop led by the Designer 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 the Project Review Workshop and

the selected alternative refined and 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 QCC & DCAMM goals for the project, costs, construction schedule, and potential implementation impact.
- Meeting/workshop presentation and minutes.

### *Task 4 – Development and Evaluation of Preferred Concept*

Outline the preferred project strategy and plan for its implementation distilled from the alternatives and as directed by DCAMM and QCC and, if applicable, as informed by the CM. Include comments from the Project Review Workshop(s) conducted in Task 3.

**Program**

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

**Site and Building**

- Develop a narrative that clearly outlines the preferred strategy for renovation, new construction, and/or phased projects as well as the rationale for their selection, including a detailed approach to maintaining the operation of some parts of the existing building.
- Produce a site plan to scale showing building footprint(s) and all proposed site, civil, and landscape work included in the estimate.
- Coordinate any geo technical work and hazardous material testing and analysis required.
- 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, MEP systems, and site.
- Provide building code analysis, review of permits and compliance requirements.
- Provide outline specification for preferred alternative.
- Set EUI targets (20% or more better than code), provide a LEED checklist, energy and water use estimates, and other items as required for EO 594 compliance.
- Schedule and lead a preliminary meeting with key code officials including, but not limited to the building inspector and the fire chief.

**Cost**

- Develop detailed cost estimate per the DCAMM Cost Estimating Manual.

- Provide pricing narrative for all architectural, M/E/P, structural, civil, and landscape work, reconciled with the CM.
- Conduct workshop to reconcile costs; budget and cost must be aligned prior to moving into Schematic Design.

**Schedule**

- Develop schedule of design and construction.
- Develop implementation schedule including required permitting & regulatory reviews, construction phasing, required move and swing space coordination and other critical logistics, enabling projects, etc.

**Required Workshops**

- Cost Analysis Workshop: conduct a cost workshop to review budget, phasing, swing space assumptions and other critical logistics for preferred option; identify strategies for cost savings.
- Energy/Carbon Workshop: conduct a workshop to set targets and goals for energy use intensity (kBTU/sf), HVAC systems, and carbon footprint.

*Deliverables*

- Concise presentation explaining preferred option
- Narrative report 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 and revisiting 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 occur during Schematic Design. Draft documentation of the Study process will include the following:

*Task 5 Deliverables*

- Draft Study Report incorporating all revisions as directed by DCAMM for final DCAMM review and approval
  - All drawings, tables, charts, and narrative 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*

**Schematic Design**

Prepare and submit a Schematic Design package in accordance with DCAMM's Designers Procedures Manual and Cost Estimating Manual. Tasks under the Schematic Design Phase include, but not limited to:

- Coordinate initial Schematic Design conference.
- Assist in the procurement of the CM, including, but not limited to, participation in the statutorily required prequalification and selection process.
- Attend progress workshops with DCAMM, User Agency, Designer's team, and CM.
- Undertake building site analysis (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.
- MEP design to include HVAC systems that are fossil fuel free or meet the requirements of Executive Order 594.
- Meet with the local building inspector to review the schematic design documents.
- Conduct a life cycle cost analysis.
- Prepare a resiliency narrative.
- Prepare a commissioning plan.
- Finalize cost estimate and participate in cost estimating activities, including, if applicable, cost reconciliation with the CM and/or other Commonwealth-contracted consultants/contractors.

**Required Workshops**

- Cost Reconciliation Workshop to finalize the cost estimate.

### *Task 6 Deliverables*

- Schematic Design submission as required per the DCAMM Designers Procedures Manual
- Outline Specifications based on DCAMM's Standard Specifications
- 50% and Final Cost Estimates per DCAMM's 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 and revisiting the products of Task 2-6 for review and comment by DCAMM and QCC.
- 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 phased renovation strategy and includes: the executive summary; project narrative; project justification and rationale for selection of consensus renovation plan; schematic design package; final ADA, operations, MEP and site narratives; code analysis; energy costs, sustainable and resilient design approach; a phased construction cost estimate and narrative; an operating cost analysis; and a proposed project schedule (Gantt chart).
- Executive briefing Power Point presentation.

Final Design

If the selected designer is appointed for final design, the General Scope of Work will be defined by the certifiable building study and the current version of the DCAMM Designers Procedures Manual:

- Cost estimating throughout each phase of design.
- Preparation of Design Development Documents.
- Preparation of Construction Documents.

Construction

- Construction administration.
- Construction management.

# 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. Food Services Consultant

- 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.

## EXPERIENCE 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. Diversity Focus Statement (Section 5): Approach to enhancing diversity in assembling the team for this project and the inclusion of firms that expand the overall breadth of different firms working on DCAMM projects including description of specific working relationships and responsibilities between and amongst team members for both MBE/WBE firms and those with which they will be teaming. If applicable, please highlight prior projects that have met M/WBE goals. Partnerships are encouraged.
2. Significant experience with complex phased renovations/additions in occupied buildings of similar size and complexity, demonstrating a track record of developing innovative strategies and design solutions that effectively balance aesthetics, efficiency, and cost.
3. The Architect shall demonstrate specific experience with higher education projects, specifically the ability to engage a complex group of stakeholders and effectively lead a design team and through the design and construction process.
4. Project leads for both the Designer and their consultants shall have documented experience in Chapter 149A/Construction Manager at Risk projects of similar scale, type, and complexity.
5. 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, and strategic electrification.

# SUPPORTING DOCUMENTS

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

- Conceptual Planning Study – Athletics Building Addition and Renovations, PRA Architects P.C., Nov. 2019
  https://www.mass.gov/doc/dsb-list-22-06-qcc-conceptual-planning-study/download

- Study for Critical Repairs and Replacements – Physical Education Center, PRA Architects P.C., Nov. 2019
  https://www.mass.gov/doc/dsb-list-22-06-qcc-athletics-deferred-maintenance-study/download

# PROJECT REQUIREMENTS

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

## Affirmative Marketing

### *MBE/WBE Participation*

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 **5.3% MBE and 10.3% 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: http://www.mass.gov/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.

All building studies shall 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.

### *Accessibility*

The Designer's team must comply, at a minimum, with 521 CMR, The Rules and Regulations of the Architectural Access Board , as well as the 2010 ADA Standards for Accessible Design . 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 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.

# 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 the **Awarding Agency**.

## DCAMM Procedures

The Designer must be familiar with the procedures established in DCAMM's Designer Procedures Manual dated August 2008 (https://www.mass.gov/files/documents/2017/12/19/designers-procedures-manual-aug08.pdf). 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/files/documents/2017/12/19/cost-estimating-manual.pdf 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 http://www.mass.gov/anf/docs/dcam/pubbldgconstr/16-2-27-bim-list-of-services.pdf . 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 http://info.aia.org/SiteObjects/files/IPD_Guide_2007.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 http://www.leanconstruction.org/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* (January 2019) (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/doc/design-phase-amendment-to-contract-for-study-final-design-and-construction-administration/download.

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.