PennState Physical Plant

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

DATE: April 17, 2024

SUBJECT: Construction Management at Risk– Request for Proposal (RFP)
Palmer Building Repurposing Project
University Park Campus

PSU PROJECT No: 00-09609.00

TO: Construction Management (CM) Firms

The Pennsylvania State University (University) invites your firm to submit a proposal to provide Construction Management Services for the above-referenced project.

PART 1
PROJECT INFORMATION

A. PROJECT OVERVIEW:

The Palmer Museum of Art was originally constructed in 1969 and is named after James and Barbara Palmer. The original building was renovated, significantly expanded, and given a completely new facade and orientation, in 1991 by the architect Charles W. Moore in association with the firm of Arbonies King Vlock. The 1991 project transformed a formerly charmless brick box into what it is today. In spring of 2024, the Palmer Museum of Art permanently moved into a new purpose-built museum, located in the Arboretum of Penn State. The vacating of the museum function(s) is what necessitates the Palmer Repurposing project defined herein.

The existing art museum building is 51,013 GSF and was approximately 19,000 ASF of art galleries, art storage, art holding/prep/conservation, and the office/security/administrative functions of the museum. This project defines a complete change of space/use/function and full renovation /adaptive re-use /transformation of the facility, in addition to building system upgrades and building enclosure upgrades as required and defined herein. **The Palmer Repurposing project has a total project cost of $40.4M, which includes a total construction cost of $30.4M.**

This project aims to transform the use/function of the facility, address deferred maintenance backlog, and preserve and extend the life of the building. The renovated facility will create as many large General Purpose Classrooms (GPCs) and related GPC circulation and support spaces, as possible. As the available budget and space with the building allow, the remainder of the renovated building will be transformed into the following space/room types: art storage (for collections not moved to the new facility); informal learning space (aka open student study space); specialized classrooms and/or art studio spaces for the college of Arts and Architecture.

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Photo above: Front view of existing building

One of the challenging aspects of the project is how to accommodate the existing art storage and related art loading/prep spaces that are currently located in the building. The 2,326 ASF existing art storage space, and related spaces, remain required/critical spaces, even with the opening of the new Palmer Art Museum. Keeping the existing art storage space in the repurposed Palmer is complicated by a variety of factors, including: the change of use for the remainder of the building away from art and museum used with different temperature and humidity controls; the existing building enclosure issues; the need to upgrade building systems in the art storage area; the need to keep the art storage up and running during construction; the huge amount of art within art storage; and the cost and logistics of moving art. Regardless of the potential future relocation of the building's loading dock, the museum collections staff will continue to need regular access to a dock and to art storage. The museum's 32' box truck with liftgate will be the primary vehicle accessing the dock. The selected CM team will need to help drive our decision making regarding the permanent home for this art storage, whether in the repurposed Palmer or elsewhere. Along those lines, the selected CM team will need to ensure appropriate staffing for either scenario.

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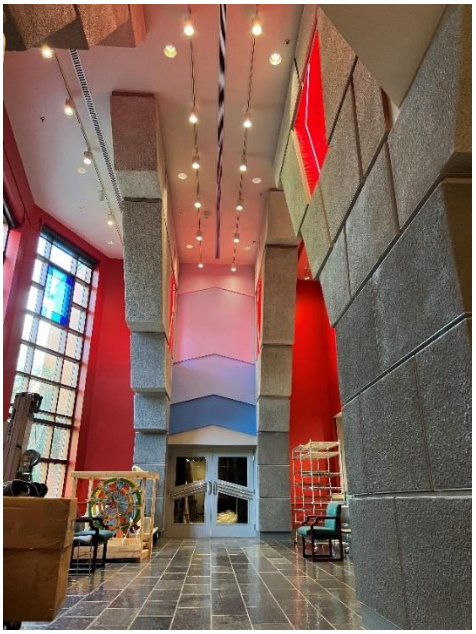

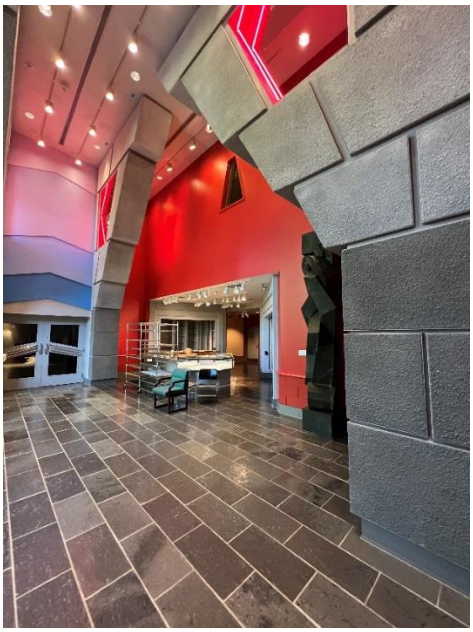

Photos above: Existing lobby space

B. **PROJECT SCOPE / OBJECTIVES:**

The most current Project Objectives are listed below:

- Maximize the building and system renovation / renewal within the budget constraints. While the program defined multiple funding and renovation scenarios, the established budget is now anticipated to cover the reprogramming / repurposing / renovation of the entire facility.
- Develop a space program for the renovation/transformation of the existing building that creates as many General-Purpose Classrooms (GPCs) and related GPC circulation and support spaces (including required restrooms, MEP spaces, etc.), as possible, prioritizing large classrooms. Note that 1,000 ASF is the minimum size GPC desired in the project.

  For the remainder of the renovation, as possible within the space and budget available, provide space(s) for the following space/room types:

  - Create the number and size of GPC classroom(s) that support chemistry-physics (CHEM-PHYS) prep, as required by PSU. Also, create a permanent home for CHEM-PHYS classroom prep space within the repurposed Palmer. The temporary trailer, where this function is currently housed, may be removed from Forum should this project budget support that scope/effort.
  - Art Storage. See subsequent project objective for more info.
  - Informal learning space (aka open student study space), as required to support the new GPC spaces and as required to allow for class changes.

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  - For residual spaces remaining within the building: Create specialized classrooms and/or art studio (art creation) spaces for the college of Arts and Architecture (A&A).

- Evaluate cost benefit of the art storage space remaining in the renovated facility versus evaluating alternate (aka off-site) solutions for art storage. The selected CM Team will work closely with the A/E Team and PSU to define the final strategy and location for art storage. Maintaining existing art storage in the renovated building include the following considerations:
  - Ability to maintain the temperature and humidity of the art storage as a part of this renovation, especially as the reminder of the building changes function away from art storage and museum spaces. This needs investigation early in the design process.
  - Access and loading dock. It is possible that leaving the existing art storage in the building will necessitate a loading area be added to the building, opposite of the Stuckman Family Building loading area. The art storage requires delivery access from a 32’ box truck with liftgate.
  - Impact to the building envelope deficiencies
  - Cost, logistics, and time for an art move, or multiple art moves.
  - Swing space and/or phasing requirements related to art moving, temporary moves, etc.
  - Security considerations, including considerations related to the remainder of the building changing away from secure museum spaces.
- Maintain existing exterior aesthetic of the building, and entrance plaza, while correcting exterior building envelope deficiencies. Building envelope deficiencies exist unrelated to the existing Art Storage spaces, but the deficiencies are exacerbated by the existence of the Art Storage in the building.
- Honor/respect the overall character of the existing/original lobby interior as a part of this renovation and adaptive re-use of the building. The angled, faux textured stone columns in the lobby are considered an integral part of the building's design and one of several important components that contribute to architect Charles Moore's vision of the space. Similarly, multiple large-scale scalloped blue decorative wall features and mirrored light features adorned with multi-colored tile, are distinctive to the 1991 Charles Moore design. As a part of this project, we will consider a range of design options for the lobby to test the level of transformation for the lobby aesthetic versus the extent of existing building character that should remain. Any changes to key architectural elements will be made in close consultation with the University Architect. As a part of the lobby transformation, it is goal to continue to utilize the lobby space as a publicly available space. So, in the test fit plans, the lobby is shown as open student study use.
- Completely renew and/or replace mechanical and electrical building systems. Replace sprinkler system. System replacements are required both due to the advanced age of systems and the change of use/function of the building. As much as possible within the project budget, completely renew and/or replace plumbing systems, focusing on systems with high probability of failure.
- Make the campus and site improvements related to transformation and change of use of the facility. Site considerations include the following:

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- If art storage remains in the completed building, how to accommodate the loading as the remainder of the building changes use. This could require a new loading area be added. Related: Potential decommissioning of the existing loading area.
- Determine the use of, and improvements required for, the building's entry plaza and the former sculpture garden (to the West and South of the building).
- Provide and/or maintain site pathways to, from, and between the Forum Building and the repurposed Palmer to allow for full movement of CHEM-PHYS teaching prep carts. Consider possible utilization of the Palmer lobby and / or commons spaces to offset the lack of such spaces in the adjacent Forum Building (major GPC building).

Photo above: Former sculpture garden

- Attributes common to most building projects on campus that deserve mention here are as follows:
  - Create a great place for Penn State students and faculty that helps to expand their skills and enhances their experience at the University.
  - Provide flexible, state-of-the-art instructional space(s) that support emerging pedagogies. Develop shared collaboration and instructional spaces to inspire desired connections.
  - The building will be a welcoming place accessible to all and a place where all people are comfortable and not intimidated. In the design, consider strategic use of exterior / interior transparency to showcase unique aspects of the building and/or to entice people into the facility.

C. PROJECT BUDGET

A preliminary Total Project Budget (including escalation) for the project is as follows:

- Construction Cost:	*$30,400,000
- Soft Costs / Contingency:	$ 7,900,000
- FF&E / Audio Visual**	$ 2,100,000
Total:	**$40,400,000**

*Includes cost of any required demolition, art storage upgrades/relocation, CM's staffing, fees, insurance, general requirements, general conditions and construction contingency.
** Furniture, Fixtures, and Equipment

D. **DESIGN & CONSTRUCTION SCHEDULE**

RFP Issued:	April 17, 2024
RFP Submission Date	12:00 PM (ET), May 8, 2024
CM Interviews	week of June 10, 2024
Design Kick-Off / Program Validation	April 2024
Pre-Construction / Design	April 2024 - June 2025
Establish GMP	August 2025
Construction Start	September 2025
Substantial Completion	February 2027

PART 2
SUBMISSION INFORMATION

SUBMISSION REQUIREMENTS:

Provide the following information per the requirements detailed below:

1. Technical Requirements (one PDF):
   a. One (1) A3 pages, single sided, 10-font min. (**A**. Project Team).
   b. One (1) A3 page, single sided, 10-font min. (**B.** Experience/Reference Projects of CM).
   c. Two (2) A3 pages, single sided, 10-font min. (**C.** Project Approach).

2. Non-Binding CM@R Cost Proposal (one PDF), per *Attachment A*.

Email your submission, as a PDF attachment, **by 12:00 p.m. on May 8th, 2024**, to my attention at jgw124@psu.edu, with a copy to Jason Little at jxl291@psu.edu. The University should receive two (2) emails from each firm with the following file names and subject lines in your emails:

1. PSU Palmer Building Repurposing - Tech Req - [*your firm's name*].
2. PSU Palmer Building Repurposing - Cost - [*your firm's name*]. *(per Attachment A)*

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Here is a summary of the information requested for each A3. We encourage you to be as concise as possible without sacrificing accuracy and completeness.

A. Project Team

1. Identify the specific construction management personnel and any sub-consultants proposed for all phases of this project. By submission of proposal, your firm commits to the Owner that the proposed team members will be those who will be assigned to the project.

2. Outline the proposed personnel's roles plus describe why they have been selected for this team and how their experience aligns directly with this project. Be specific on who will be the single point of contact during design and construction (lead project manager).

3. Identify which office, or offices, of your company will be directly involved with supporting the assigned field staff for this project.

B. Experience/Reference Projects

1. Provide a selection of projects (up to 4) that were managed by the core team members proposed for this project and further demonstrates the strength of the proposed team participants. Provide a matrix to illustrate core team involvement on each project. Include the following for each project, at a minimum:

    a. Project Owner Contact Information (must be current)
    b. Total Gross SF
    c. Year Completed
    d. Construction Duration
    e. Project Cost (specifically construction volume)
    f. Services Provided (including the contractual delivery method)
    g. DBE (Diverse Business Enterprise) % achieved
    h. Why you chose to highlight this particular project

C. Project Approach

1. Safety:

    a. Safety is essential during the construction and post occupancy maintenance/operation of the facility. Therefore, the University is requiring Prevention Through Design (PtD) on this project. Share your specific approach to PtD.
    b. Discuss your company's experience and approach towards working in an area with challenging site logistics adjacent to heavy pedestrian traffic.

2. As a CM@R on this project, highlight your specific approach to the following:

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a. Design / Pre-construction Phase
   i. Outline your specific tasks/approach for the pre-construction phase activities.
   ii. With reference to the project scope, what will be the most challenging project requirements to meet and what are possible solutions?
   iii. Identify how your team will manage the cost and schedule during preconstruction.

b. Construction Phase
   i. Identify how your team will manage the cost and schedule during construction.
   ii. Identify how you will ensure a team atmosphere on the project to ensure a successful end product.
   iii. Identify how you will ensure sufficient trade worker availability to complete the project on schedule.

3. Identify your team's ability to apply Target Value Delivery and other value-adding lean principles to this specific project.

4. Outline how your team will coordinate site access and construction activities to minimize impact on the site and adjacent occupied facilities.

5. Highlight any unique qualities, innovations, practices and/or techniques that make your firm particularly suited for this project. `

SITE ACCESS: No tours, or organized visits, will be scheduled at this stage of the selection process. All interested CM parties are invited, on their own, to visit the exterior of the building and adjacent areas. The University plans to schedule tours of the interior of the existing building for the short-listed CM firms.

CONFIDENTIALITY/NEWS RELEASES: News releases pertaining to this project will not be made without prior approval by the University, and then only in coordination with the University. Additionally, the contents of this correspondence are to remain confidential and are not to be made public.

Included is the link to our Form of Agreement 1-CM-GMP, along with the related General Conditions:

Review this Agreement and related General Conditions to ensure that your firm accepts all terms and conditions as written. **In submitting a proposal for this project, you acknowledge that you concur, without exception, with all terms, conditions and provisions of Form of Agreement 1-CM-GMP (v. 10/2023) and the related General Conditions (v. 10/2023).**

The University reserves the right to waive any informality in any or all proposals, and to reject or accept any proposal or portion thereof. The University's intent is to identify the firm that provides the best overall fit with the perceived need. **Additionally, the above dates are target dates established by the University. The University reserves the right to modify the dates as/if it deems necessary**.

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If you have any questions regarding this RFP please contact me via email. Interviews will be tentatively held the week of **June 10, 2024** with the final selection being made shortly after.

Sincerely,

Jesse G. Wells

Jesse G. Wells – PSU Construction & Contract Specialist

cc: J. Bechtel; L. Berkey; D. Peck; CM Selection Committee

Enclosure(s): Non-Binding CM@R Cost Proposal

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Attachment A: Non-Binding CM@R Cost Proposal

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Project No. 00-09609.00

CM@R Firm Name: _____ Date: _____

Provide a summary of proposed costs as indicated below. The estimated direct construction cost of this project is **$30,400,000**. This value includes CM@R costs associated with staffing, fee, insurance/bonds, reimbursables, pre-construction, and construction contingency.
Summary of CM@R Cost Proposal:

1. Pre-construction Phase Services ..... $_____

    a. Provide a listing of pre-construction services your construction management team will provide for the fee above and be specific on how your fee applies to each service.
    b. Include a monthly schedule/staffing bar chart indicating projected hours for each proposed staff member, along with a total, for Pre-construction services for the project.

2. CM@R staff costs (construction through closeout) ..... $_____

    a. Include a monthly schedule/staffing bar chart indicating projected hours for each proposed staff member for bid phase and Construction services for the project. This schedule shall summarize total hours for bid phase and construction services separately.

3. CM@R Fee (if proposing a fee in addition to costs above)

    _____ % ..... $ _____

4. CM@R Insurance cost

    _____ % ..... $ _____

    a. Cost to include all required insurances. If subcontractor default insurance (SDI) is being provided indicate how that may impact bonding costs.

5. Provide a preliminary estimated amount for GC's / GR's based on your understanding of the project:
    ..... $_____

6. Provide an hourly billable rate schedule for your staff, including off-site and home office staff typically used to serve your projects.

TOTAL CM@R Costs (totals from above) $ _____