REQUEST FOR PROPOSAL - CAMPUS SPACE PLAN

Campus Overview
Founded in 1885, Bryn Mawr College (the College) is a private, liberal arts college with approximately 1,350 undergraduate women and more than 400 graduate women and men from 45 states and 62 countries. The campus is located approximately 11 miles from the city of Philadelphia and occupies approximately 1.2 million square feet of space in 46 structures and buildings on 111 acres. The campus buildings and landscape are characterized by a distinct collection of historic architecture with original collegiate gothic style buildings designed by architects Walter Cope and John Stewardson and campus landscape design by Fredrick Law Olmstead and Calvin Vaux.

The College’s strategic plan affirms a commitment to preserve and enhance our academic excellence so that Bryn Mawr College remains one of the very best liberal arts colleges in the world. In order to achieve our mission, Bryn Mawr College has over the last 135 years developed an iconic collegiate gothic campus designed primarily by Cope and Stewardson that has been the inspiration for similar campus architecture across the country. More recent campus facilities also include work by notable architects including Louis Kahn. We have also built or acquired a number of smaller buildings, some of an historic nature, that make up our campus fabric. As our programs have changed, some of the buildings no longer match current needs and are not efficiently utilized. The total space inventory of the College must be evaluated based on the importance of the structures and our total space needs in order to develop an intentional space plan that meets our goals.

The College is implementing Phase Two of a project to redevelop and expand Park Science Center. Phase One of the project included a 10,000 SF addition to provide much needed study, gathering and collaborative space. Phase Two includes additional classroom, teaching lab, and research lab renovations. The project also includes renovations to the Collier Science Library which is located in the complex. In addition to this project, we are in the final design phase of a new Student Life and Wellness Center. The center will replace our existing health center and co-locate a number of other student support services currently scattered across the campus.

The largest single academic building on campus, after the Science Complex, is Canaday Library totaling 92,000 SF. The Library was constructed in 1968-69. Over the last 50 years there have been many changes in the nature of the services offered by the Library to both faculty and students as well as the nature of how these are delivered. Since there has never been a comprehensive remodel of the Library, it is time to take a fresh look at our integrated library and information technology services program and re-align both the allocation and character of the space to better serve current functions.

The Schwartz Gym is a 50,000 SF athletic facility and fitness center that serves both our student athletes and our campus community. It includes a pool, basketball court, fitness center, associated locker rooms, a training room and coaching space. This Daniel G. Tully building was constructed in 1982. It underwent a major renovation in 2010. However, since that time the roster of our 12 teams has grown and we need to study options to accommodate this growth.
Bryn Mawr College does not expect to grow its student body beyond the current undergraduate target population of 1350 to 1400 students. Yet, our evolving programs require us to analyze our current space allocations and evaluate the impact of the space shifts resulting from these changes and the relocations that will result from the Student Life and Wellness Center Project.

**Overview of Proposed Scope**

Bryn Mawr College is requesting proposals from qualified architectural and planning firms interested in assisting the College in developing a Facilities Space Plan. The goal of the Bryn Mawr Space Plan is to assess the current space utilization of the College with a focus on the libraries, administrative, and other support spaces to understand our overall programmatic space needs, and develop a plan that best leverages our architectural resources to meet these needs. Specifically, the plan will inform our near-term decisions (2-5 years) as well as our long-term plans by determining which structures should be retained. The goal is to ensure that we have right-sized our institution to achieve our mission and provide future flexibility in a financially responsible manner.

The planning process must specifically address the facilities outlined in this RFP while taking into consideration the guiding principles developed by Bryn Mawr College and the needs of the campus as a whole. The successful plan will guide the College’s physical and programmatic needs within the context of the campus’s unique architectural heritage. Bryn Mawr College seeks to include a sustainable approach in accordance with the College’s Climate Action Plan which includes limiting the building area, and making the most efficient use of the space available.

A highly inclusive, collaborative, and transparent planning process is desired. The firm selected will assist the College through regular meetings with the core planning committee, senior College leadership and other campus constituents, and will present/gather information to/from the campus community. Firms should feel free to propose the most effective process for interacting with these committees, groups, and campus constituents including correspondence, on campus meetings, and use of technology.

**Facilities Space Plan Contents**

The Facilities Space Plan will be a document that guides future capital investments and decision-making for renovations, changes, and enhancements to the campus. The focus will be on the utilization and modernization of existing facilities rather than proposing new buildings.

The Facilities Space Plan should contain both narrative to explain thoughts and process as well as maps, graphs, and other visual aids to communicate effectively to a wide audience. The Plan should also address community and regional partnerships and impacts.

**Specific Tasks and Deliverables:**

- Assemble relevant information and data including benchmarks, successes from other peer institutions, and best practices.
- Collect and analyze information on current space utilization and potential programmatic shifts based on current data bases, interviews with key staff and direct space surveys where necessary.
• Assess the value of our current facilities in terms of condition, utility and cultural value in the context of our space needs, utilizing existing studies in addition to space utilization analysis.
• Assist with providing a comparative and analytic framework for our space planning.
• Identify opportunities, strategies, and alternative recommendations for review as the recommendations develop.
• Develop a program space needs analysis including identification of program elements that require growth and/or modernization initiatives with a focus on the Library and Athletic facilities. Opportunities to be more efficient and reduce programmatic space footprints will also be identified.
• Provide conceptual design support for documenting and communicating the recommendations of the committee. Recommendations will include plans for underutilized space in buildings including Canaday Library, the Campus Center, Arnecliffe, Cartref, Cambrian Row, West House, Russian House and Canwyll House. Such recommendations may include proposed uses or the disposition of the buildings.
• Develop a space program for Canaday Library based on an analysis of existing space utilization, staffing plans, collection plans, proposed library services & programs as well as the overall vision for the Library & Information Technology Services Department.
• Compile and prepare a final space plan report for the College that includes the program for the Canaday Library Building that makes efficient use of the existing building space in the context of the College’s overall needs. The Report will also make recommendations to address the space needs of the Athletic department, in addition to recommendations for currently underutilized buildings.
• The Plan will need to identify rough order of magnitude cost estimates to all recommendations. Recommendations should be prioritized, sequenced, and broken into phases that bring the most value to Bryn Mawr. Recommendations should be developed and scheduled in a manner that is consistent with anticipated College financial budget and fundraising capacities. More detail should be provided for projects recommended to be completed in the initial 3-5 years of a ten-year plan, with the ability to inform the campus ten-year capital plan and budget.

• This work will build on previous studies including the Campus Heritage Preservation Initiative Study (Andropogon Associates/George Thomas Associates, 2004); Canaday Library Study (Zimmerman Studio, 2012); the Administrative Building Study (KDJ Planning and Design, September 2012); Arnecliffe Feasibility Study (Blackney Hayes Architects, January 2015); Preservation Study for Special Collections and Art & Artifacts Collections Environments (Samuel Anderson Architects, April 2017); programming studies for the new Health Center (Ewing Cole September 2018; and our in-house building condition assessment.

**Project Management:**
The facilities space plan project will be managed by the Director of Facilities Services in consultation with senior administration of the College. Bryn Mawr intends to work intensively with the chosen consultant. It is anticipated that the consultant team will meet approximately every two weeks with
campus leaders. Others who will be involved in the campus planning effort include facilities planning staff, representatives from the Provost’s Office, the Director of Libraries, the Chief Financial Officer, and certain faculty members with related professional experience and academic interests. It is envisioned that in addition to data gathering, the consultant will design and manage a process to effectively gather feedback from staff, faculty, and students.

Bryn Mawr College expects a high level of engagement and dedication from its consultant team including from partner(s) or principal(s) involvement for the work to be led in a client-focused, interactive, and participatory spirit. Bryn Mawr is looking for a team whose emphasis will be on providing the building blocks for the College to develop a unique plan for its campus, as opposed to a consultant-originated design-driven master plan.

The successful firm shall demonstrate:
- Significant prior experience in higher education campus space and library planning of this type.
- References of past clients and project team members.
- Availability and full commitment to the project of senior and key supporting professional personnel who have had significant prior experience with: space planning, library programming, producing master plans, documentation, and architectural testing of projects similar to the proposed scale and functions of the needs described in the strategic plan.
- Experience in historic preservation and working with an historic context.
- Experience in Sustainable design principles
- Leading College faculty and staff through a participatory process;
- Conducting a cost estimating exercise that will provide a credible estimate of the probable cost range of the work being planned.
- Working cooperatively and productively with College planning committees, administration, and other consultants in effectively meeting project time schedules.

Submission Requirements
The body of the proposal should include the following in the order and format explained:

- Business organization (name, corporate office address, regional offices and office designated to perform work, form of incorporation).

- In general terms, explain how you would staff, organize, and manage the project. Assuming that the project will take 6 months to complete and will involve an intensive commitment of time from the consulting team. List the personnel in your office who will be responsible for the project, including the partners/principals in charge, project manager, and others as appropriate.

- Outline your proposed process for gathering and synthesizing staff, faculty and student feedback including a timeline for accomplishing the scope of work based on the schedule in this RFP.

- Resumes for only those people who will work actively on the project. Resumes of key project personnel to include:
  a) their role on the project team;
  b) the length of time the person has been with the firm;
c) their experience with similar projects and the capacity in which they served on those projects; and
d) other pertinent background information.

• Project organizational chart(s) including consultants or associated firms and listing the names of the key personnel to be assigned to the project. Explain why each team member was selected and what each member’s role will be.

• Discuss your team’s experience in working with Bryn Mawr College and/or its academic peers on similar planning projects, providing brief descriptions of at least three projects (but no more than 5) that your firm and each team member completed within the past 5 years that are similar in scale, purpose, and type to the study described in this RFP. For each project that you list, please provide the name, title, and telephone number of the person we may contact as a reference regarding your services.

• Statement of ability to staff the project and a schedule for key personnel showing hours allocated to the project by phase of work.

• Statement of conceptual intent and general approach towards the proposed planning process, including a work plan and specific demands on Owner representatives.

• Fee Proposal: Provide an itemized fee proposal based on your proposed scope of work to address the requirements of the project outlined in this RFP. Provide the hourly rate for principals and technical, non-technical, and professional staff. Also provide any specialized consultant rates, if any are anticipated. In addition, please estimate the percentage of direct out-of-pocket expenses you expect to incur for all items including reproductions. Note that fee proposals will be evaluated based on a best value criteria.

• Signed acknowledgment Bryn Mawr College Consulting Contract Terms, with any exceptions noted.

• Include any supporting information or material that you believe would be helpful in evaluating your team’s qualifications or suitability for this project.

Selection Process
Bryn Mawr College has selectively invited architects and planners to submit a written proposal in response to the requirements in this RFP. A short list of no less than three (3) firms will be invited to participate in an interview process. The preference is for the services to be provided in one contract for professional services. Firms may partner with others to bring the right level of expertise to their Team and must be identified in the proposal.

Interested respondents may schedule a campus tour of Bryn Mawr College by contacting Joseph Marra, the Campus Architect, at 610-526-7933.

Questions should be submitted in writing to Nina Bisbee, Director of Facilities Services, at nbisbee@brynmawr.edu. Questions are due no later than noon on October 11, 2019.
Responses to the RFP are due no later than **October 16, 2019 at 4 pm EDT.** Please submit copies as follows:

Proposals along with any attachments must be submitted in electronic format, along with three (3) hard copies (8 1/2” x 11” format).

**Proposals shall be delivered to:**
Bryn Mawr College
Director of Facilities Services
245 North Roberts Road
Bryn Mawr, PA 19010

**Schedule for proposal reviews, notifications, and interviews is as follows:**
- September 25, 2019  Release Request for Proposal (RFP)
- October 16, 2019   Proposal due (4:00 p.m. EDT)
- October 30, 2019   Select firms for interviews
- Week of November 4, 2019  Conduct interviews
- Week of November 11, 2019  Award Contract
- Week of November 18, 2019  Start Planning Process (Kick-Off Meeting)
- March 2020        First Draft Due
- April 2020        Final Draft/Trustee Approval

Bryn Mawr College reserves the right to accept or reject any or all proposals that the College deems to be in its best interest. The College reserves the right and intends to negotiate the final scope of work, staff participation, team formation, and compensation before entering into contract with the successful proposer, including the right to terminate such contract at any time and for any reason before completion of the work thereunder.

**Attachments:**
- A. Building Inventory
- B. Campus Map
- C. Campus Site Plan
- D. Campus Aerial Photograph with Zoning
- E. Bryn Mawr College Consulting Contract Terms & Acknowledgement

**Additional Information**
Additional information and planning documents:
- Bryn Mawr College website
- 2004 Heritage Preservation Study
- 2010 Climate Action Plan
- 2017 Excellence in Action: The Vision for Bryn Mawr’s Undergraduate College

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