The University of Colorado Boulder proposes to renovate the Glenn Miller Ballroom, located in the University Memorial Center. This packet provides information and procedures regarding:

I. PURPOSE / BACKGROUND  
II. SCOPE OF SERVICES  
III. SCHEDULE  
IV. SELECTION CRITERIA  
V. RESPONSE FORMAT  
VI. OTHER INFORMATION

This Request for Qualifications (RFQ) is for the purpose of selecting an architect to design, prepare construction documents, assist with bidding and negotiations, administer the construction contract, and provide a warranty walk-through at the conclusion of the project. All consultants should carefully examine the materials contained in this packet prior to submitting their response to this RFQ.

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Date of Issue: Wednesday, June 26, 2013

Pre-Submittal Meeting: Tuesday, July 2, 10:00 a.m. to 11:00 a.m.  
Non-mandatory  
Glenn Miller Ballroom, University Memorial Center  
CU Boulder, Main Campus  
A tour of the site will be offered following the meeting.

Due Date: Monday, July 15, 2013, 4:00 p.m.

Submittals to: Paul M. Leef, AIA  
Department of Facilities Management  
University of Colorado Boulder  
RL-2, 1540 30th Street, 3rd Floor Reception Desk  
453 UCB  
Boulder, CO 80309-0453
I. PURPOSE / BACKGROUND

Introduction

The University of Colorado Boulder seeks an architectural design team to design a renovation of the Glenn Miller Ballroom facilities, located within the University Memorial Center. It is necessary that this existing facility maintain a level of operation to serve students throughout the construction process and obtain substantial completion of the new facilities by December 2014.

A. Scope of Proposed Project

The project will renovate 15,400 ASF of ballroom, stage, and catering kitchen facilities, including significant upgrades or replacement of building systems to address deferred maintenance needs. Expansion of the ballrooms by 1,200 GSF will provide space for additional storage. Improvements are required to enhance the usability of the Glenn Miller Ballroom to support a variety of event types, and enable it to continue to be an important part of how the UMC fulfills its mission for the next 50 years and beyond. The approved program plan identified five goals were identified for achieving project success:

1) Improve aesthetics
2) Improve HVAC systems
3) Increase functionality
4) Accommodate service/support space
5) Reflect student values in the renovation

The Glenn Miller Ballroom proposes to achieve these goals by: replacing the original air handling unit and installing new HVAC controls; reducing energy usage by maximizing daylighting and installing new lighting controls; increasing the efficiency of the catering kitchen by improving workflow and circulation; improving the functionality of the ballroom by improving room acoustics; and modernizing the appearance of the Glenn Miller Ballroom by updating wall and floor finishes.

The University of Colorado Boulder anticipates using a Construction Manager/General Contractor (CM/GC) approach to project delivery. Through the use of an Architect and a Construction Manager/General Contractor, a Guaranteed Maximum Price (GMP) will be established in conjunction with the University of Colorado Boulder. The CM/GC will evaluate, among other things, availability of materials and labor, project schedule, project costs as they relate to the established budget, and constructability, and will work with the Architect throughout the value engineering phases of the project. The selection process for the CM/GC will begin following the selection of the Architect.

B. Program and Facilities Needs

Goals were reviewed, confirmed and prioritized with the UMC through the development of a program plan. The resulting goals are listed below in categories concerning student life, sustainability and business.
B.1 Student Life

Improve the ability of the venue to support a broad range of events, including lectures, career fairs, academic conferences and other events that support the mission of the University. Improve the communication tools in the space through enhancements to space acoustics and AV equipment. Promote equal and inclusive access for all students through improvements to ADA accessibility throughout the project. Reflect current student values, and follow their direction to provide a gender neutral restroom.

B.2 Sustainable Design

Improve the mechanical system to increase occupant comfort, through improved ventilation and temperature control. Improve lighting systems and the overall quality of light in the ballroom space. Reduce the use of energy for lighting through the implementation of smart lighting controls, and the use of daylighting. Reduce energy use through upgrades to mechanical systems and controls. Employ sustainable principles in the selection of materials, waste management practices during construction, and other means as prescribed by the LEED program. Maximize existing resources by reinvigorating and extending the useful life of this historic facility.

B.3 Business

Provide a range of improvements that will increase demand for on-campus and off-campus functions, thereby generating outside income. Generate a return on the investment in this project through increased bookings and higher revenue. Improve desirability of the venue through aesthetic and infrastructure improvements to support a variety of events, including weddings, symposia and conferences. Increase efficiency of catering operations through improved use of space, and the addition of some cooking and re-warming capabilities. Improve pre-function and staging options to support a wider variety of external events.

B.4 Other

Improve storage capacity, efficiency and location. Improve acoustic separation between adjacent ballroom spaces and between the ballroom and service spaces to support multiple events at the same time. Eliminate sight lines into the back of house spaces such as catering and storage.

C. Existing Work to Date

Project goals were initially established through the development of the concept proposal and business plan, dated July 2012, based in part on the renovation items identified in the ballroom design package developed in 2008 by Semple Brown Architects. A program plan was developed and approved by the Board of Regents in June 2013.
D. Existing Conditions

Built in 1953, the space has received only limited upgrades over the years. The ceiling is 20 feet high, and is finished with a combination of 12" square acoustic tiles, and circular light coves. The ceiling is in poor condition, with many tiles stained, and in some locations the tiles have cracked or have been knocked loose. In addition, the cove lighting at the perimeter of the ballroom does not work.

Flooring throughout the space is the original 2¼" tongue and groove maple floor, which because of its age, is comprised of high quality, old growth maple. Many planks represent quarter sawn and birdseye patterns, which is not as common with today's products. The floor has been sanded twice since it was installed in 1953.

Walls have traditional tall base molding, with a quarter round shoe. Overall finishes are neutral in tone, with considerable use of white paint, although acoustic panels were added to the walls in 1986. These panels and a coordinated band of wall covering reflect the green and purple color scheme popular at the time. The general condition of the finishes is poor, and the color scheme is not relevant to current tastes, nor is it representative of a historic palette. Divider walls are built up walls suspended from above, with no track in the floor. These walls have a raised panel motif, as does the front of the stage.

There is a stage recessed into an alcove on the north wall of the ballroom, centered on the long wall. The stage is defined at the ceiling level by an elliptical form. This form was originally replicated by the shape of the stage, but at some point the stage was expanded to a more rectangular shape. The stage is 40" high, and is accessed by flanking steps, and a handicap lift. The stage is considered by many to be too high, and it lacks any private circulation to the stage or a backstage area. On either side of the stage, there are exterior windows, looking onto a balcony that is accessed through auxiliary spaces, and not directly connected to the ballroom proper.

Radiant heating is provided at the perimeter through convection units. Cooling is provided through ducted supply. Feedback from stakeholders has revealed that the radiant heating units make noise when in operation, likely due to air in the water lines. The mechanical unit serving this space was installed when the building was built in 1953, and has not been updated since. According to user feedback, the mechanical system is not adequate to maintain a comfortable temperature in the space during many events.

The catering kitchen is located on the east side of the space, with direct access to the east ballroom. When subdivided, the other ballrooms require circulation through public corridors for catering service. The catering kitchen appears to be full to capacity with storage and equipment, with little room for circulation or food preparation. New high performance windows were added to the exterior wall on the east in 2012.
II. SCOPE OF SERVICES

A. General

The University desires complete design and engineering services necessary for the renovation of the Glenn Miller Ballroom. To that end, the consultants may be required to provide services beyond those listed in the following description.

B. University Services

The University will provide surveys, maps, and all base data available on the proposed site, including existing building plans, utilities, and related work completed to date.


The Campus Master Plan, which summarizes the Framework Plan and provides an overall perspective of campus development goals, is available at: [http://www.colorado.edu/masterplan/plan/](http://www.colorado.edu/masterplan/plan/). The Campus Master Plan also includes a detailed Transportation Master Plan (see “On-line Supporting Information”) that details the overall campus transportation strategy.

The latest University standards for construction and materials can be viewed on-line at: [http://www.colorado.edu/facilitiesmanagement/pdc/construction/standards/index.html](http://www.colorado.edu/facilitiesmanagement/pdc/construction/standards/index.html).

Plans for the existing facilities and site development that may be impacted by this project may be obtained from the CU-Boulder, Department of Facilities Management CAD Office.

C. Design Services

The list of services that are designated by the University include but are not limited to:

- Participate with the University's public review process as appropriate, including, but not limited to, meetings with students, staff, faculty, the University's Design Review Board¹, the Boulder Campus Planning Commission², and others as necessary. Full reviews through these committees are expected.

- Participate with the University in the selection of any additional consultants that may be required, including Food Service, AV/IT, and MEP consultants.

- Participate in the selection of a Construction Manager/General Contractor (CMGC) with the university prior to final selection by the Board of Regents.

¹ The Design Review Board will meet generally on the second Friday of every month during 2013-14. If the schedule can be accelerated, consultant will be expected to provide review documents at a quicker pace.

² The Boulder Campus Planning Commission meets generally on the second Thursday of every month.
• Work to achieve the University’s goals on MBE/WBE participation.

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• Confirm and enhance programmatic data collected to date with input from proposed users, Facilities Management, and others as appropriate.

• Lead design team meetings, documenting results and decisions made and distributing them to design team members, including the CU-Boulder Campus Architect.

• Provide conceptual, schematic, design development, and construction documents necessary to secure approvals of the University. Each submission shall include appropriate architectural, FF&E, mechanical, electrical, technology, and life-safety information. All drawings shall be submitted in AutoCAD (Autodesk Inc.) .DWG format at the current highest release level or level that is 100% compatible to the current highest release level.

• Provide supporting documentation necessary at each phase for proper review by the Department of Facilities Management and client including but not limited to opinion of probable cost, specifications with appropriate detail, code analysis, narrative description of project, and other materials appropriate to each phase of design.

• Participate in the University’s technical review process and respond to all comments made during the review. The Department of Facilities Management maintains a website to facilitate collection of comments and responses made by consultants.

• Provide energy and life cycle cost analysis as required by State statute (C.R.S. 24-30-1304 and C.R.S. 24-30-1305).

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• Work diligently and in good faith with a Construction Management/General Contractor (CMGC) being selected under a separate process. The CMGC will be asked to develop a schedule that will deliver the project before January 2015 that may require a fast track delivery method. The architect may be required to furnish multiple bid packages as required by the CMGC.

• Provide bidding documents in sufficient quantity to facilitate competitive prices for this project. Respond to questions made by bidders and documenting those answers in the form of addenda.

• Provide construction administration services including field observation, shop drawing and submittal review, participation in weekly construction meetings, responding to Requests for Information, issuing Proposal Requests, review of progress payments made by the CMGC, review and comment on contract
change orders, and other services required for successful construction of the project.

• Assist the University in selection of furnishings and moveable equipment. Provide documentation of systems furnishing for installation by contractor if necessary.

• Provide project close-out services including operations and maintenance manuals, record documents, and other necessary materials.

• Provide commissioning services for mechanical, electrical, and technology systems.

• Provide warranty reviews at six and eleven months after acceptance of the project by the University.

III. SCHEDULE

The selected consultant must demonstrate that they have sufficient resources to meet this tentative schedule established by the university:

• Advertisement of RFQ  June 26, 2013
• Issue RFQ for Architectural Services  June 26, 2013
• Pre-Submittal Meeting (10:00-11:30 am)  July 2, 2013
• Deadline for Submittals (4:00 pm)  July 15, 2013
• Committee Screening of Submittals  July 17, 2013
• Consultant Interviews  July 29, 2013
• Begin Design phase  August 30, 2013
• Anticipated Construction Start  May 2014
• Anticipated Finish Date  December 2014

IV. SELECTION CRITERIA

Consultant responses shall furnish credentials to be evaluated according to selection criteria established by the Board of Regents. These criteria include:

A. Project Team

• Location within Colorado of the team’s principal office, and availability and appropriateness of and need for special consultants.

• Specific leadership staff from each member firm that will be assigned to the project including their roles and responsibilities.
• Evidence of experience and qualifications of staff that will be assigned to this project listing prior experience on projects of a similar type, size and complexity.

B. Firm Capabilities

• Size and location of each firm that is a team member.

• Information technology techniques used to manage projects including but not limited to BIM software.

• Familiarity with institutional projects and availability of adequate resources (staff and facilities) to appropriately handle a project of this size and complexity (e.g. work load projections for firm and staff).

C. Prior Experience with projects of a similar scope and budget

• Demonstrated firm design expertise, qualifications, and experience with similar projects. In particular, the submittal shall describe experience with urban redevelopment planning, campus planning, recreation and athletic facilities and affordable housing of the proposed team.

• Evidence of experience and qualifications for providing design and planning services to a public entity.

• Experience with designing to a program and budget.

• Experience working with community groups to understand user requirements while controlling expectations to meet project constraints.

D. Project approach to planning, scheduling, and managing this project or one of similar scope and budget

• Commitment to projects of this size, scope and magnitude.

• Ability to collect, organize, synthesize, and communicate complex information from several university administrative and student groups in a timely manner.

• Description of the firms cost estimating procedures and methodologies.

E. Sustainability, Design and Understanding of the project and University goals

• Demonstrated interest and understanding of this particular project (renovation of existing performance and food service facilities), by this organization (a major university), in this particular place (Boulder, Colorado).
• Sensitivity to the goals and objectives of the mission of the University Memorial Center and the CU Student Government.

• Approach to meeting the sustainability goals outlined in this Information Packet and in the North of Boulder Creek Framework Plan.

F. Demonstrated understanding of the financial responsibilities in achieving this project

• Ability to scale work performed to fall within the client’s limited budget.

• Maintaining the proposed project schedule incorporating the scope of work and the dates listed in this information packet.

• Acknowledgement that the cost for this project is anticipated to be approximately $3.8M.

• Anticipated percentages of the effort and the fee devoted to the design effort for the major components of this project.

G. Commitment to the University of Colorado Boulder Design Guidelines

• Recognition of the importance of the role of the campus architecture in defining CU-Boulder as a unique place.

• Certification of having read the Boulder Campus Design Guidelines available at:


This should include a discussion of the consultant team’s vision or process for accomplishing this project while respecting the Boulder Campus Design Guidelines.

• Understanding of the University of Colorado’s design process, and responses consistent with the Boulder campus requirements.

To maximize the University’s understanding of the consultant’s credentials and qualifications, the University reserves the right to request of any consultant further clarification of its position or to supply additional information deemed necessary to further assess the consultant’s qualifications, or to reject any or all responses received.

A screening committee, chaired by the Campus Architect or designee and composed of representatives from the University Memorial Center, CU Student Government, and Facilities Management staff, will review the submittals, conduct oral interviews, and provide a ranked recommendation of three applicants to the University Administration for approval.
V. RESPONSE FORMAT / SUBMITTAL OF QUALIFICATIONS

Respondents will provide two (2) copies of their response packets plus one copy in electronic (.PDF) format. Material should be bound-in and consist only of material in direct response to the selection criteria. Each packet must be in the following format or the University may deem the submittal to be non-responsive.

1) **Cover Letter** – one page, bound-in, summarizing the overall qualifications of the team – in particular the member responsible for leading the design team – and including address, phone, e-mail, and fax numbers for one primary contact person.

2) **Table of Contents** – identifying page numbers for criteria requested below.

3) **Project Team** – Summary of proposed team members including their roles and responsibilities on projects listed in the Summary of Experience.

4) **Firm Capabilities** – Summarize each firms’ capability and projected workload.

5) **Summary of Experience** – similar projects or experiences with the scope of services requested. Provide dates of service and name of principal project person involved.

6) **Project Approach** – consultants’ methods of achieving the University’s goals and objectives including, but not limited to, processes, and integrated design participation.

7) **Understanding of the University’s Goals** – consultants’ understanding of the sustainability and design goals and objectives of this project and the consultant’s role in fulfilling each.

8) **Financial Constraints:** Consultants’ understanding of the financial and schedule constraints of the project.

9) **Commitment to Campus Design Guidelines:** Consultants’ commitment to maintaining the architectural heritage of the Boulder Campus.

10) **Appendices** – other materials the consultant wishes to submit not to exceed 10 pages.

Submittals will be received by the University at the following address no later than 4:00 p.m. on Wednesday, July 15, 2013. **The University will not accept submittals received after this noted time and date.**

Paul M. Leef, AIA, Campus Architect
University of Colorado at Boulder
RL-2, 1540 30th Street, 3rd Floor Reception Desk (FEDEX, UPS or hand)
453 UCB (US postal Service – allow an extra day for delivery)
Boulder, CO 80309-0453
NOTE: Submittals through U.S. Postal Mail should use the campus box number, 453 UCB, rather than the street address. Allow an extra day for delivery for U.S. Postal Mail.

All materials submitted in response to this RFQ become the property of the University. The University will return materials from unsuccessful submittals upon request received within 10 working days of the close of submittals.

The University is not responsible for any submittal preparation expenses, submission costs, or any expenses incurred in negotiations or site visits.

VI. OTHER INFORMATION

A. Questions and Inquiries

After receipt of this Information Packet, and prior to the Pre-Submittal Meeting, applicants may submit questions to Wayne Northcutt, Facilities Planner, by e-mail to wayne.northcutt@colorado.edu. Questions will be compiled, and every effort will be made to answer the questions at the time of the Pre-Submittal Meeting and on the project web page (see E. below).

B. Pre-Submittal Meeting / Site Visit

A Non-Mandatory Pre-Submittal Meeting will be held on Tuesday, July 2, 2013, at 10:00 AM MDT in the UMC Glenn Miller Ballroom on the CU Boulder campus. A tour of the site will be offered following the meeting. A map of the area can be viewed at: http://www.colorado.edu/campusmap/map.html?bldg=umc

Parking is available adjacent to the University Memorial Center in the Euclid Autopark.

While attendance at the Pre-Submittal Meeting is not mandatory, information presented may be very informative; therefore, all interested applicants are encouraged to attend or send their representative in order to be better able to prepare viable submittals.

C. Sub Consultant Selection

CU-Boulder has had a tradition of participating with the top ranked consultant team in selection of key sub consultants integral to projects on campus. With this tradition in mind, CU Boulder is asking that they participate in the selection of the food service consultant. Teams that are short-listed to interview will be asked for more details on suggested food service consultants and the top ranked team will collaborate with CU-Boulder in a selection process for this second tier consultant.
D. Addenda

The University reserves the right to issue addenda to the RFQ at any time as a result of questions, change in schedule, or other matters. Such information will be posted on the Consultant Selection Information web page listed in Section VI-E below and on the State of Colorado Bids page. The University also reserves the right to cancel or reissue the RFQ.

E. Project Web Page

CU-Boulder maintains a project information web page to assist in communicating with potential consultants. Information on questions received, addenda, meeting notices, background information and links to other important information is available on this site. Consultants interested in this project should frequently visit: http://fm.colorado.edu/planning/consultantselection/ for up-to-date information about this project.

The university reserves the right to clarify, modify, waive or withdraw any or all of the requirements or information contained in this solicitation. Notice of any such change will be posted on the project web site listed above.

F. Selection of Firms for Interviews – “Short-listing”

Upon receipt of submittals by those interested firms the Screening Committee will review and determine those firms best qualified to be interviewed. This determination will be based on the seven criteria as set forth by the Regents, discussed previously in section entitled SELECTION CRITERIA. Those firms deemed best qualified for interviews will be notified by telephone and electronic mail after screening is completed.

G. Interviews

An oral presentation will be required after the University screens written submittals and selects those firms best qualified to be interviewed for this project.

The scheduled date for oral interviews by the screening committee will be Monday, July 29, 2013; each short-listed firm shall have 30 minutes for presentation and 20 minutes for questions and answers from the selection committee.

Each firm should be prepared to discuss and substantiate any of the areas of the RFQ it has submitted, its own qualifications for the services required, and any other area of interest relative to this RFQ. Interviewees should focus their presentations on relevance of their qualifications to this specific project, rather than repeating information contained within the submittal.

The University of Colorado Boulder strongly supports the principle of diversity in all its forms. We are interested in receiving applications from women, ethnic minorities, persons with disabilities, and veterans.