Solicitation of Interest

On-Call Architects
for Interior Space Renovations

February 16, 2021
1. Introduction

Massachusetts Institute of Technology ("MIT") requests qualifications from firms that wish to be on MIT's List of On-Call Architects for Interior Space Renovations.

MIT's on-call interior space renovation architects will provide design services for renovation of offices, classrooms, and other modest-scale projects on an as-needed basis. Total Project Cost for interior space renovation projects typically ranges from $200,000 - $2 million, and occasionally approaches $5 million. Annually, MIT has typically undertaken approximately 30 of these projects. However, MIT cannot guarantee any set volume of projects in the years ahead.

MIT invites submittals from all interested architectural firms who meet the qualifications described in this solicitation. MIT encourages submittals from minority-owned, women-owned, and emerging business enterprises.

2. On-Call Services Program

This solicitation of interest is part of MIT's on-call services program. The on-call services program – formerly the Consultant Qualification Program (CQP) – is an initiative of the Vice President for Campus Services and Stewardship, managed by the MIT Office of Campus Planning in partnership with the MIT Department of Facilities.

The program is intended to provide MIT teams with on-call access to skilled professional expertise in a range of disciplines for modestly-sized, frequently occurring project needs.

MIT's principles for the on-call services program include:

• Advancing MIT’s commitment to supplier diversity, in accordance with MIT President Rafael Reif’s call to “increase MIT’s purchasing and contracting with minority-owned businesses, including Black-led enterprises” (https://news.mit.edu/2020/letter-systemic-racism-mit-0701)
• Drawing talented new firms to MIT projects and providing a point of entry for emerging firms
• Refreshing our understanding of firms with prior experience at MIT
• Advancing a culture of design excellence that yields great spaces for MIT faculty, students, and staff; creating an environment that enables designers to do their best work
• Enhancing MIT’s ability to deliver projects quickly and economically
• Establishing a fair and transparent selection process

For each solicitation issued through the on-call services program, MIT will place selected firms under a multi-year contract. We hope that each solicitation will draw firms that are new to MIT, as well as those that have provided services in the past.
3. Description of Services

MIT seeks skilled design firms to provide on-call architectural services for modest-scale, interior space renovation projects. (MIT recently completed a solicitation for on-call laboratory renovation architects; those services are not sought through this solicitation.) Projects are typically within occupied buildings. Examples include:

- Renovation of an office suite to support administrative and non-lab research activities
- Renovation of a classroom or lecture hall to support a variety of pedagogies and disciplines
- Renovation of another space type (e.g., a lobby, a meeting space, a student study and collaboration space) to serve the MIT community

MIT also seeks firms with expertise in designing for a range of hybrid working and learning models. COVID-19 has required the MIT community—individually and together—to suddenly redefine the way we live and work, the way we learn and teach, and the way we conduct research. As MIT emerges from the COVID era, we’ll be guided by the emerging work of our “Task Force 2021 and Beyond,” which will urge MIT to focus on new ways of teaching, learning, and working. This includes creating opportunities for flexible and sustainable work practices and spaces at MIT using new practices and tools for the Institute’s research, education and administration functions. The vision is to promote collaborative work, which balances tradeoffs of remote work, community interaction, and shared stewardship of campus resources to achieve MIT’s mission. MIT will work with designers to apply this vision on a project-specific basis.

To expedite project-start-up for interior space renovation projects, MIT expects to contract with a cohort of approximately fifteen (15) firms who will serve as MIT’s architects for modest-scale, interior space renovations over the next three years.

MIT seeks to optimize the fit between project type, budget, and the firm ultimately asked to complete each project; while we intend to distribute work among all firms selected under this solicitation, amount of work per firm may vary. Given project schedule requirements, availability of selected firms to be on site as needed, in a timely manner, is critical.

MIT seeks firms with a track record of successful, modest-scale renovation projects AND that truly stand out in one (or more) of the following categories:

- **Design leaders:** Firms have a demonstrated track record of recent peer-reviewed design excellence; their work earns recognition from the architectural community (e.g., through awards); they bring outstanding expertise in design problem-solving, including on projects of this scale.
- **Modest-scale interior renovation specialists**: Firms have deep, demonstrated experience in renovation projects with total budgets under $5 million, primarily for academic clients, and with overcoming challenges related to multi-client user groups, occupied buildings, aging infrastructure, strict budget constraints, tight timeframes, user program changes, etc.

- **Sustainability leaders**: Firms have deep, demonstrated experience with creative, sustainability-oriented design solutions for modest-budget, interior renovation projects of this scale.

- **Emerging firms**: Firms have existed for under 7 years. They offer standout expertise and creativity on modest-scale projects but limited demonstrated experience or peer reviewed design excellence.

Selected firms will be expected to adhere to MIT’s design standards and to coordinate their work through e-Builder, a web-based management tool.

**Sustainable Design**

MIT is committed to the holistic integration of sustainable design within its built environment. In support of this commitment, MIT’s goal is to develop high performance, resilient projects that consider greenhouse gas and life cycle metrics, minimize resource consumption, and emphasize human and ecological health.

MIT expects sustainable design as a foundation for every project. Depending on the scope of a project, selected firms will be expected to support MIT’s sustainable design and construction goals through some or all of the methods noted below:

1. Evaluating and implementing opportunities to improve energy efficiency using MIT’s Energy and Emissions Impact Calculator (EEIC)
2. Reducing environmental and human health impacts by minimizing exposure to hazardous chemicals and volatile organic compounds (VOCs). Key strategies include:
   a. Leveraging LEED, with a specific focus on the materials and resources and indoor environmental quality credits
   b. Selecting Redlist Free materials for Division 9 materials and furniture
   c. Incorporating materials that reduce the life cycle environmental impact of building materials, with a focus on embodied carbon
3. Evaluating other sustainable design opportunities that improve indoor environmental quality such as daylight access, thermal comfort, interior lighting, and glare mitigation, among others.
4. Reusing existing features of a space, including doors, walls, millwork, fan coils, and radiators, where appropriate.

**4. Overview of Selection Process**

Firms responding to this solicitation will submit the materials outlined in Section 7 below. Submittals will be reviewed by an evaluation committee with representation from MIT’s Office of the Associate Provost, Office of Campus Planning, Department of Facilities, Infrastructure Business Operations group, and Registrar’s Office.
The evaluation committee will develop a shortlist of firms. Shortlisted firms will be invited to respond to a brief RFP and may also be invited to interview.

The RFP will include a request for:

- Additional information on design experience
- Information on proposed sub-consultants
- Information on proposed fees by project size and complexity, as a percentage of construction budget. NOTE: MIT will be working with selected firms to update its pre-pricing matrix – a project fee methodology currently in use to determine consulting fees in advance for most interior space renovation projects.
- Contract comments; a sample of MIT’s updated Master Design Agreement and MDA Release will be provided to shortlisted firms.

5. Selection Process Schedule

Selection schedule is outlined below. Dates are subject to change at MIT’s sole discretion:

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 February</td>
<td>Tuesday</td>
<td></td>
<td>SOI Released</td>
</tr>
<tr>
<td>26 February</td>
<td>Friday</td>
<td>12 noon</td>
<td>Deadline to Submit Questions</td>
</tr>
<tr>
<td>4 March</td>
<td>Thursday</td>
<td></td>
<td>Q&amp;A Document Released</td>
</tr>
<tr>
<td>11 March</td>
<td>Thursday</td>
<td>12 noon</td>
<td>SOI Responses Due</td>
</tr>
<tr>
<td>9 April</td>
<td>Friday</td>
<td></td>
<td>Notification of Shortlisting; RFP issued</td>
</tr>
<tr>
<td>21 April</td>
<td>Wednesday</td>
<td>10 AM</td>
<td>RFP responses due</td>
</tr>
<tr>
<td>26 April – 7 May</td>
<td></td>
<td></td>
<td>Interviews</td>
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6. Selection Criteria

MIT seeks firms that:

- Offer significant strength and skill within their proposed teams
- Bring proven experience with successful, modest-scale interior space renovation projects, including with management of subconsultants
- Demonstrate exceptional strength in responding successfully to project challenges (e.g., modest budgets, tight timelines, occupied buildings, aging buildings and systems) and able to tackle complex design problems in projects of comparable scale
- Demonstrate exceptional strength in one (or more) of the four categories identified in Section 3 of this solicitation
- Will provide consistent, quality staffing across the 3-year period
7. **SOI Response Requirements**

Each firm must submit the materials set forth below in order to participate in this solicitation. Submittals are limited to the 10 pages outlined below, plus an appendix of staff resumes, using standard US letter format (8.50 inches by 11.00 inches). Note that each page side is considered one page. Additional pages will not be considered. Type face may not be smaller than 10 points. Pages may be oriented either vertically or horizontally.

**SOI Responses**

Please submit your SOI response as a single PDF, labeled “InteriorsSOI – FirmName”.

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Statement of Interest</td>
<td>Summarize your firm’s qualifications for this work. Please also note any M/WBE certifications; location of office out of which projects will be staffed; and years in business.</td>
</tr>
<tr>
<td>B. Proposed Team</td>
<td>Describe proposed staffing from your firm (not sub-consultants). Include team members’ qualifications and experience working together. Please provide resumes as an appendix, noting the length of time each team member has worked for your firm. MIT encourages diversity in proposed teams.</td>
</tr>
<tr>
<td>C. Project Experience</td>
<td>Describe 3 relevant projects, one per page, that demonstrate recent successful experience (within past 5 years) with modest-scale interior renovations (not new construction), preferably for academic clients. For each project, note: Why project is relevant, Project challenges and how you responded to them, SF, Construction cost / SF, Client and type of client group (multi-client group vs individual client), Schedule, Year completed. Experience cited should demonstrate firm’s ability to tackle complex problems in projects of comparable scale. Experience must belong to the key staff listed in Section B - Proposed Team.</td>
</tr>
<tr>
<td>D. Future-Focused Design</td>
<td>We are seeking firms with expertise and practices focused on a future with a range of hybrid working and learning models and adaptive workplaces. Please tell us about your experience in this area.</td>
</tr>
</tbody>
</table>
E. Category for Consideration

Please provide a ranking, 1 through 4, for each of the following categories: design leaders; modest-scale interior design specialists; sustainability leaders; emerging firms. Use “1” for the category that best describes your firm, and a “4” for the category that is least descriptive of your firm. Firms must use each number only once. Explain your firm’s qualifications for categories ranked 1 and 2.

NOTE: MIT will be looking at firms holistically and reserves the right to consider firms for categories other than the one they have ranked first.

F. Diversity, Equity, and Inclusion

Please provide a one-page statement outlining actions your firm has taken to advance a culture of diversity, equity, and inclusion. Examples may include: recruitment, mentoring, and training programs; partnerships with woman-owned, minority-owned, or disadvantaged business enterprises; composition of firm staff, management, and leadership; assessment of firm practices around pay and promotion; and other measures to promote diversity, equity, and inclusion within your firm and within the industry as a whole to create an environment where members of underrepresented groups thrive. Please only include charitable or community volunteer activities related to design industry recruitment, mentoring and training within underrepresented communities.

G. Firm Rates / Conflicts of Interest Disclosure / Insurance Confirmation

Please provide:

- A list of hourly rates for all relevant staff categories.
- A disclosure of any actual or apparent conflicts of interest, including whether the respondent is a member of the MIT community, a spouse or domestic partner of a member of the MIT community, or representing a firm that is owned, in whole or in part, by a member of the MIT community or by an MIT community member’s spouse or domestic partner.
- Confirmation that your firm carries professional liability insurance, along with coverage limits.

MIT reserves the right to reject any or all proposals, to waive any alleged breach of technicality, to enter into negotiations with any firm submitting a proposal, to change the contract documents and to rebid for any reason. MIT reserves the right to use Institute staff as references during the evaluation process. MIT reserves the right to conduct a separate RFP process for select projects of the type described within this SOI. MIT makes no guarantee that a selected firm will receive work under this contract.
8. Submitting Your SOI Response

PLEASE NOTE: Firms interested in responding to this SOI shall not communicate with MIT or any of its representatives at any time during the process except through written questions submitted via MIT’s e-Builder portal prior to the deadlines indicated. Violation of this prohibition may result in rejection of your submission.

All SOI responses must be submitted using MIT’s e-Builder portal.

To receive additional information on this SOI, submit questions/review answers, and upload your SOI response, visit the e-Builder bid portal.

Note that you must have an e-Builder account to complete this process. If you do not yet have an account, please begin by creating an account before visiting the bid portal.

Registrants will also be able to submit questions, view MIT’s responses to all bidder questions (to be posted at the date noted above), and receive updates and clarifications on this solicitation.

For help with technical difficulties related to e-Builder, please email our e-Builder team: dof-ebuilder-info@mit.edu

Please note the following:

- After registering for an e-Builder account, you may need to close your web browser and log in again to view information for this project. If you do not see the bid materials (this SOI) upon login, or you see a request for an “invitation key,” please close your web browser, reopen it, and follow the bid link a second time.

- All questions about this SOI must be submitted via the e-Builder portal by the date noted in Section 5. To submit questions, go to the “Q&A Board” tab and then click the “Submit Question” button. If you have multiple questions, please submit each question individually. That will help us provide clear responses to each question submitted.

- All SOI responses must be submitted via the e-Builder portal by the date noted in Section 5, in accordance with the instructions in Section 7. To submit your SOI response, please go to the “Response Form” tab and then click the “Submit Quote” button.

We thank you for your interest in participating. We look forward to reviewing the submissions.