Request for Qualifications
for
Comprehensive Campus
Master Planning Services

KU Project #LzU-9731
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The University of Kansas
Lawrence, Kansas

Office of the Chancellor
Office of the Provost
Office of Capital Planning and Space Management
Office of Design & Construction Management
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SECTION 1 – BACKGROUND

1.1 Solicitation Intent

The University of Kansas (KU) is soliciting written responses to this Request for Qualifications (RFQ) for the purpose of selecting a master planning firm to complete a Comprehensive Campus Master Plan for the University of Kansas Main and West Campuses in Lawrence, Kansas and the Edwards Campus in Overland Park, Kansas.

1.2 The University of Kansas

The University of Kansas was founded in September 1866 on top of the Mount Oread ridge, overlooking the early settlement of the city of Lawrence on the Kaw River below. Both the political conflicts of the Civil War/Bleeding Kansas era and the westward pioneer migration along the Oregon trail undoubtedly set an unusual context for the founding of a new university. From the original single building on an 8 acre parcel in Lawrence, the University has expanded over time to approximately 900 acres between its adjoining Main and West campuses, with 150 major buildings comprising 8.9 million gross square feet.

In the 1970s, KU began providing courses to working professionals in the Kansas City area and opened the Edwards Campus in Overland Park in 1993. The 30 acre campus currently includes three academic buildings totaling approximately 216,000 square feet, and a satellite student union facility. Today, KU maintains satellite campuses and programs located in Kansas City, Overland Park, Parsons, Wichita, Hutchinson, Salina and Topeka.

While state funding has decreased consistently over the recent years, the University is supported by increasing levels of private funding through the KU Endowment Association, the official organization for raising and managing private funds on behalf of KU. Founded in 1891, KU Endowment is the oldest and one of the largest foundations of its type at a U.S. public university.

KU is a comprehensive educational and research institution with more than 28,000 students and over 5,000 faculty and staff. KU’s many parts are bound together by a mission to serve as a center for learning, research, scholarship and creative endeavor in the state of Kansas, the nation and the world. As the state’s sole member of the Association of American Universities (AAU), the University of Kansas offers a broad array of advanced graduate study programs and fulfills its mission through faculty, academic and research programs of international distinction and outstanding libraries, teaching museums and information technology. These resources enrich the undergraduate experience and are essential for graduate-level education and for research.

KU’s Lawrence campus is considered to be one of the most beautiful in the nation, with forested slopes and significant historic green spaces and buildings arrayed along Mount Oread. The historic core of the Main Campus is located along Jayhawk Boulevard, an alignment first envisioned in the 1904 George Kessler master plan, running along the top of the Mount Oread ridge, with green space maintained in the bowl to the north. The development on the Main Campus is fairly dense due to the extreme topographic conditions, which also create challenges for the provision of parking and accessibility. Currently, five buildings along Jayhawk Boulevard
are on the National Register of Historic Places, with work currently underway to evaluate the potential for nominating much of the core campus as a National Register historic district.

Post WWII expansion focused on development along the south slope of Jayhawk Boulevard for academic expansion, with residence halls constructed along West Campus Road and on Daisy Hill. Beginning in the 1940s, additional land was acquired adjacent to and west of the Main Campus in response to growing program needs and anticipated future land requirements.

The characteristics and qualities of the Main and West campuses are very different. Development on the Main Campus reflects a diversity in building architecture from the late 1800s to the current day. On West Campus, modern architecture prevails in a research and public facility setting more reminiscent of a suburban office park, with parking sited conveniently to and surrounding the facilities served.

Pedestrian circulation throughout the Main Campus consists of a web of sidewalks and stairs to navigate the steep slopes. On both campuses, the University operates a campus transit system known as KU on Wheels. Originally run by Student Senate beginning in the 1970s, the system transitioned to university operations in 2006 in order to ease parking and street congestion, as well as to work towards University goals of a more sustainable and environmentally conscious campus. The system facilitates transit connections between the two campuses and the City of Lawrence transit system, with a commuter transit service from the Edwards Campus in Overland Park provided by the Johnson County Transit Authority. The development of a 1,500 car Park and Ride lot on West Campus in 2006 has assisted in easing the pressure on parking in the campus core.

1.3 Master Plan History

The history of master planning at KU dates back to the 1904 master plan of George Kessler and Henry Wright of St. Louis. The plan helped the university to evolve from a series of “outdoor rooms,” enclosed by campus buildings with focused entry points from the community below, to the more linear vision of Kessler’s plan.

The main feature of Kessler’s campus plan was a formal, grand mall running to the north between a main academic building (occupying the site where Wescoe Hall is located today) to a recreation complex at the bottom of the Hill (near the current location of Memorial Stadium). The plan proposed flanking the mall on both sides with naturalistic parks. Although never implemented, this imaginary axis can somewhat be identified today in the form of an informal definition of the Hill Walk route, a walk traditionally made by graduates at commencement. Potter Lake and Marvin Grove remain today as important preserved park elements flanking each side.

The views outward to the horizon were very clear and prominent in the early years due to the unique ridge-top location of the campus on a mostly barren prairie. Many of these views remain today, save for the growth in vegetation and buildings within the historic viewsheds.

Controversy over the rejection of the Kessler plan resulted in the hiring of the Kansas City landscape architectural firm of Hare and Hare to produce the second campus development plan of 1928 and subsequent update in 1932. The firm also completed numerous site plans, planting plans and details for campus development, including the planting of the American Elms which lined Jayhawk Boulevard until they were lost to Dutch Elm disease in the 1970s.
1930s – 1970s Planning was handled internally at KU after the work of Hare and Hare. The first campus landscape architect, Alton Thomas, served the campus between 1948 and 1983. Thomas sought balance in the use of deciduous and evergreen plantings on campus, many of which have now been lost due to age, disease and storm damage.

Both Thomas and Keith Lawton, Director of Facilities Planning and Vice Chancellor, influenced the post WWII development, including the construction of Memorial Drive, the location of residence halls and the development of the south slope. Keith Lawton began his involvement in campus planning in the 1950s, pushing forward the goal of meeting the needs unique to a public institution of higher education in times of tremendous social and economic transformation. Lawton maintained sound basic concepts and continuity for the physical planning process and was instrumental in the 1973 campus master planning process.

The 1973 Physical Development Plan set in place many of the planning assumptions held today, including Jayhawk Boulevard as the academic center of the campus and the preservation of green spaces as a high priority. The Plan was completed with the assistance of Caudill Rowlett and Scott and VanDoren Hazard Stallings Schnacke. The Physical Development Planning Workbook and the Planning Manual contained the long-range physical recommendations for campus development, interpreting the campus program and institutional needs in terms of physical concepts, including land use, circulation and utility systems, and
environmental design guidelines for the buildings and the general landscape elements. The 1973 Plan was concerned with optimizing the academic mission, the improvement of functional efficiency, visual appearance, campus community relationships, and the unification of all of the physical elements of the campus into a clearly defined, humane and usable environment. The major controlling ideas for the Plan included:

- The reinforcement of the academic core, creating a sense of physical unity, primarily through organizing the buildings, landscape elements, spaces and their associated activities in such a manner that the overall physical needs of the academic mission are served efficiently in the central campus.
- The placement of service and support functions and the heavily research-oriented and specialized, non-traditional teaching facilities on the periphery of the campus, in order to free the center of the academic core for basic traditional teaching and their interrelated activities.
- The improvement of the vehicular and pedestrian circulation systems, enhancing the access to the campus, providing the smooth diversion of cross-city traffic around the campus and reducing points of vehicular and pedestrian conflict.

The 1997 Campus Plan was developed internally by KU as a 20-year planning document to provide guidelines for the physical development of the Lawrence campus. The 1997 Plan set the basic groundwork for future development issues for land use, access, image and environment. There were two guiding principles to this process:

- Preserve the beauty of Mount Oread.
- Create an environment which shows respect for learning.

The plan focused on the physical development process and addressed:

- The means for involving campus constituencies in the formulation of a campus plan.
- The future quality and character of the physical environment of the campus.
- A plan for the visual quality of the campus, including landscape enhancement and overall campus beautification.
- Campus development guidelines regarding future land use and physical development patterns.
- Needs for facilities from academic, research, student service and institutional support programs.
- Future buildable sites and adjacent areas of possible growth.
- Long term concerns regarding the safety and physical design of the campus.
- Transportation needs with the physical layout and use of the campus.

The 2002 Landscape Master Plan (LMP) was pursued as a recommendation from the 1997 plan to formulate a vision and strategy for improving the campus image, to encourage an appreciation of its existing conditions and potential and to provide a general direction for preserving and enhancing the campus landscape. The plan was created with the assistance of Jeffrey L. Bruce & Company, Forcade & Associates, Mark M. Mahady & Associates and Turf Diagnostics & Design. The LMP uses the term “landscape” in its broadest sense to cover all aspects of the landscape, including open space, plant materials, the contour of the land and the nature of walls, steps, pavements, buildings and furnishings. The specific objectives of the Landscape Master Plan include:
• Coordinate elements and concepts of the 1997 Campus Plan including parking, vehicular movement, pedestrian access and bicycle routes.
• Illustrate specific landscape recommendations incorporating organizational principles of land use, access, image and environment.
• Establish concepts and recommendations for improving the exterior environment of the campus that reflect an appropriate scale and variety of materials to support the campus image and environmental quality.
• Provide design guidance that will be used for campus development to improve the functional characteristics and visual appearance of the component elements that comprise the exterior environment of the campus.
• Identify and design, to the schematic level, certain elements of the campus landscape plan.
  o Campus Entries
  o Jayhawk Boulevard
  o Mid-Hill Walk
  o Memorial Drive
• Evaluate maintenance practices and make recommendations which support maintenance procedures and demonstrate reciprocal value.
  o Maintenance procedures for existing and projected landscape development
  o Cost analysis for various types of maintenance
• Establish a wayfinding system supported by an updated campus graphics system.
  o Exterior graphics program

The 2008 Campus Heritage Plan (CHP) was funded through a grant by the Getty Foundation to develop a consistent strategy and process for the approach to historic preservation and conservation for campus projects of all scales. The consulting firms of Treanor Architects, Jeffrey L. Bruce & Company and Frank Martin worked closely with the appointed Steering Committee to develop a plan that would identify the best possible means to allow necessary growth to occur, while preserving the historic integrity of the campus.

The CHP maintained a strong focus on “landscape” history, per the broader definition above in the Landscape Master Plan. Within this landscape, the structures, notable historic buildings and various other campus features all play a role in defining the campus context. The study examines timeframes of historical significance for the University, specifically in three major “Periods of Development” ending in 1901, 1928 and 1957. During these significant periods, the work of a previous generation came to fruition and the plans and visions, along with the advent of the next wave of social action, led to the next significant physical change.

The chronological history outlined in the plan provides insights to the growth and development of the University, beginning in the late 1850s through 1957. The year 1957 was selected as the ending date for the focus of the study process because it coincided with the 50-year requirement (at the time of the study) to qualify buildings and sites for eligibility for the National Register of Historic Places.

The objectives of the Campus Heritage Plan include:

• To understand the unique role of the Mount Oread site in the founding and growth of the campus.
To identify “Periods of Development” when the campus exhibited significant changes in formative characteristics related to site, architectural and landscape development based on the efforts of preceding years.

To create historic contexts for understanding the value and relative importance of sites, buildings and landscapes from all periods.

To document the most important remaining vestiges and lost features of the historic campus in order to assess their relative importance within given historic contexts.

To further clarify the Environ review and capital planning processes by identifying the most appropriate, sustainable and cost-effective treatments for historic resources.

To create a base of historic understanding of the evolution of campus and its historic resources that can inform future projects that may impact the campus environment.

To further a commitment to stewardship of the historic physical attributes of the KU campus in Lawrence.

1.4 The 2011-2012 KU Strategic Plan: Bold Aspirations

KU maintains a strong tradition of service to the State of Kansas by providing an exceptional education for undergraduate and graduate students, and by training our future physicians, pharmacists and other professionals. KU's current Strategic Plan was developed by Provost Jeffrey Vitter, in collaboration with co-chair and Distinguished Professor Mabel Rice and a broad cross-section of the KU community. It was designed to help ensure that the University’s practices meet the needs and challenges faced by 21st century students. The mission of the University, as a public international research university, is to lift students and society by educating leaders, building healthy communities and making discoveries that will change the world. To realize the vision that the State of Kansas deserves, the institution must become a top tier public international research university. The strategic plan is a guide for the next five years that will lead to the transformation of the university. The four major themes are:

- Sustaining the Planet, Powering the World
- Promoting Well-Being, Finding Cures
- Building Communities, Expanding Opportunities
- Harnessing Information, Multiplying Knowledge

The strategic plan sets out the new, higher expectations and priorities. It will guide the university’s decisions on everything, from the creation of a new general education curriculum to engaging more faculty members in scholarly pursuits and research. Several key excerpts related to campus planning and development include:

- Our university’s strategic plan will shape our budget priorities and guide us as we focus on our primary mission: educating leaders, building healthy communities, and making discoveries that change the world.

- Developing the infrastructure and resources will require that we are good stewards of the fiscal and physical resources.
• We will identify important strategies to develop and enhance the needed infrastructure and resources. We will reorganize administratively and operationally to do more with less, so that we can invest in our core academic priorities. We will more effectively plan and manage the facilities on campus for long-term sustenance. And we must be visionary in order to enlist the full financial support of our alumni and friends in Far Above, the comprehensive fundraising campaign.

• Establish a university-wide process to coordinate and prioritize building projects. The physical campus at KU is large and complex. Managing the building and maintenance of facilities must be done with the utmost consideration, coordinated at the central level but with extensive input from stakeholders. KU will form a single university-wide Capital Projects Council, which will meet regularly to identify KU’s building priorities and to establish clear and transparent policies and processes for use of land, buildings, and other infrastructure.

• Develop a campus master plan for buildings, infrastructure, and sustainability. The last comprehensive space master plan for the Lawrence campus, which was completed in 1997, played a positive role in the development of West Campus and in enhancing the character of Jayhawk Blvd. So much has happened since then that KU urgently needs to establish a new, updated master plan. The plan will evaluate and address the projected life spans and maintenance of existing buildings, needs for new and renovated research space, classroom requirements, networking infrastructure, transportation systems, and environmental sustainability.

• Build a computational and technology infrastructure for future teaching, research, and administration needs. The variety and complexity of computing nodes on campus is growing rapidly, but in a markedly decentralized manner. With the assistance of a technology governance committee, KU IT will align technology goals with those of the institution, maximize the value from its investments, and organize university technology resources to gain efficiencies through standardization and centralization.

• The strategic initiative “Sustaining the Planet, Powering the World” is a key element in education and research on the campus. The physical development on campus must be responsive to this initiative and be a leader in being good stewards of resources and caretakers of the environment. It will be important to analyze and improve the sustainability practices in facilities development.

1.5 The Campus Sustainability Plan: Building Sustainable Traditions

KU’s Campus Sustainability Plan was commissioned by Chancellor Bernadette Gray-Little, and was completed in 2011. The plan sets over-arching goals and outlines specific strategies for creating a more sustainable campus in nine key areas: Administration, Planning & Development, Curriculum & Research, Student Life, Energy, Built Environment, Campus Grounds, Procurement, Waste, and Transportation. Guiding these goals is a broader vision of the campus as a living laboratory, fostering an engaged, adaptive and efficient campus community. By incorporating sustainable practices into our core functions, the University will be able to make decisions that protect our natural ecosystems, create economic prosperity, and treat all people with equality and respect.
Key goals of the plan that support planning initiatives for the Lawrence Campus include:

- Integrate environmental, economic, and social sustainability in ongoing administrative, developmental, and institutional planning decisions.
- Utilize the campus as a living laboratory.
- Establish a framework for making long-term energy-related decisions.
- Reduce energy consumption throughout campus.
- Transition from our current carbon-based system to a reliable renewable energy system.
- Create a built environment that enhances and sustains the human, environmental and economic well-being of the campus.
- Preserve campus and community culture, history, and space.
- Maintain the campus landscape using sustainable practices.
- Reduce storm water runoff.
- Encourage the purchase of more sustainable products.
- Reduce the amount and impact of waste sent to the landfill.
- Create an environment that supports a multi-modal transportation system.

The plan approaches “sustainability” in the broadest interpretation of the term, and does not limit our concerns simply to environmental sustainability. Planning with sustainability as a core value is therefore viewed as an opportunity to build a healthy, resilient community where everyone has access to the resources needed to achieve a high quality of life. Implementing the plan under this definition, we must take into consideration our impacts on and relationship with the surrounding community.

### 1.6 District Nomination to the National Register of Historic Places

The University is currently in the process of developing a nomination for the core campus as a historic district. The anticipated boundaries of this district will encompass the academic core on each side of Jayhawk Boulevard and will include historic components of the KU landscape (principally the green space to the north of Memorial Drive), the south slope of Mount Oread and the scholarship hall area to the east. It is anticipated that the district nomination document will be available in the fall of 2012.

### 1.7 ADA Review Task Force Report

By law, KU must comply with the 2010 Americans with Disabilities Act Accessibility Standards (ADAAGs) for all new construction. However, KU aspires to do more than complying with the letter of the law. KU’s goal is to endorse a campus climate that will sustain attention to the Americans with Disabilities Act (ADA) in the spirit in which it was created, and to provide the KU campus community a climate of inclusiveness. In order to create an inclusive University, we need to create a more physically accessible campus.

A comprehensive review of the KU Lawrence campus, including facilities design and construction, was completed by a special task force and submitted to the Provost in July 2011. The report emphasizes the value of ‘Universal Accessibility’ for all new construction.
SECTION 2 – PROJECT DESCRIPTION

2.1 Scope of Services

The master plan will define a broad framework to guide campus development and land use in terms of infrastructure, program access, and transit and parking for Main Campus and West Campus in Lawrence, and for the Edwards Campus in Overland Park. It will establish the basis for coordinating near-term physical development and maintenance decisions with a long-range perspective that aligns with KU’s mission and with "Bold Aspirations", the strategic plan for the University. The institutional intent is to augment or update the master plan on an annual basis after this initial update is completed, with formal updates every two years thereafter.

Services for this effort are anticipated to include:

1) Planning Issues
   a) Review past master plans and other planning materials / studies, and incorporate the relevant findings, goals, objectives and recommendations of prior planning studies into the updated Campus Master Plan.
   b) Maintain the historic context and landscape that define the character of the campus.
   c) Accommodate future growth, including overall land use and projections for necessary property acquisition.
   d) Consider all areas, including Housing, Athletics, Research and other non-academic needs, in the overall land use study.
   e) Review and integrate long-standing capital improvement needs (for example, the new School of Business).
   f) Examine the relative advantages of a range of site options, addressing issues of Main Campus versus West Campus placement, conservation of campus green space, creation of defined districts and similar issues.
   g) Incorporate capital investment and budgeting strategies for deferred maintenance, site infrastructure and new construction, and recommend options for assessing, tracking and forecasting these needs.
   h) Establish criteria for proper decision-making and resource allocation.
   i) Review and assess current processes used by KU to cooperate and collaborate with local governments at the Lawrence and Overland Park campuses, and identify potential refinements to those strategies.
   j) Evaluate opportunities for cost-savings and efficiencies.

2) Academic Program Facility Needs
   a) Review existing space utilization and program needs for individual units.
      i) Assess the existing space for most academic, research and support units, excluding Housing and Athletics.
      ii) Benchmark space utilization for various departments and room types to other comparable institutions.
      iii) Provide ideas and metrics as an update to the existing Space Policy Manual, focusing on more efficient use of space.
b) Analyze the current classroom inventory and projected needs for future classrooms by type and size.

c) Review the existing academic master plan / strategic plan and provide support to University personnel to update them (if necessary) to fully implement this campus master planning effort.

d) Assess current and proposed academic program requirements for a select group of academic programs as identified by the steering committee

e) Assess related ancillary needs that support the University’s mission.

3) Buildings and Built Environment

a) Analyze the condition of existing buildings, including functional longevity and deferred maintenance needs of the existing building stock.

i) The Kansas Board of Regents (KBOR) will conclude a general facilities condition audit of most of the facilities in the Fall of 2012. Evaluate and incorporate those findings into the master planning process and reports.

ii) The KBOR audit will include a more detailed analysis of sixty-three (63) KU core campus facilities, totaling almost 5 million GSF, as an additional service to be completed by that separate consulting firm. Those findings will also be made available to the master planning consultant.

b) Establish a decision-making strategy regarding the number of buildings to be analyzed, as well as level of detail.

c) Develop architectural guidelines (scale, massing, materials, entry/wayfinding, parking, ‘Complete Streets’, etc.) for future development on each campus.

d) Incorporate ‘Universal Accessibility’ principles into the master plan, by integrating seamless accessible components throughout each campus' site and facilities.

4) Landscape and Property

a) Identify updates that should be made to the Landscape Master Plan in order to incorporate and codify with the Campus Heritage Plan, Sustainability Plan and the updated Campus Master Plan.

b) Analyze current land uses and identify strategies for land use, circulation, parking and service.

c) Identify updates that should be made to the Campus Heritage Plan to identify and assess existing campus heritage aspects of campus and to establish a Historic Preservation Management Plan that is coordinated with the updated Campus Master Plan.

d) Develop planning guidelines to manage the balance between growth and maintaining the key heritage elements of campus.

e) Develop comprehensive planning guidelines that incorporate the outcomes of these assessments.

f) Provide recommendations for future growth opportunities beyond current boundaries.

5) Infrastructure and Utilities

a) Analyze infrastructure needs, including utilities planning and information technology (IT).
b) Utilize the KBOR facilities condition audit to analyze the condition and needs of campus site and utility infrastructure.
   i) Evaluate in detail the steam, electrical, water, sanitary sewer, storm sewer and chilled water systems, and incorporate utility systems planning in the master plan.
   ii) General assessment of the infrastructure and utility systems should identify opportunities for greater efficiencies of operation.

c) Review current energy usage and identify probable capacity requirements at full build-out, based on a twenty year projection. This will be a general assessment and plan development.

d) Provide recommendations for an energy management plan, informed by the analysis of facilities, infrastructure and future needs.

e) The master plan must establish a decision-making strategy regarding prioritization of capital investments that addresses long-term campus sustainability, energy efficiency and energy conservation.

f) Review and provide recommendations regarding potential alternative energy sources or related improvements, as noted below in the Sustainability section of services.

g) Incorporate considerations for a climate action plan as part of the master planning process, with the initial goal of capping emissions to those that the University already generates, and to ultimately create a carbon-neutral environmental impact policy and approach to campus growth and operations.

h) Analyze and provide recommendations for a comprehensive IT duct bank and connectivity plan, which accounts for future proposed land uses.

6) Campus Access, Circulation and Parking
   a) Analyze campus access, parking and transit strategies, including multi-modal "Complete Streets" review of the pedestrian and vehicular movements on campus.
   b) Identify pedestrian/vehicular conflicts and develop short and long term strategies to resolve issues.
   c) Include a general assessment of parking and the impact of transit to reduce parking demand on the core campus and reduce traffic.
   d) Provide general guidance to improving parking and transit components of the campus, including recommendations for a long-term sustainable funding model for the systems.
   e) Incorporate the current wayfinding signage system and recommend an implementation strategy for each campus.

7) Sustainability
   a) Integrate the goals of the Campus Sustainability Plan and principles of sustainable development throughout all areas of the campus master plan.
   b) Review and provide recommendations regarding potential alternative energy sources or other physical plant improvements, such as solar hot water arrays, photovoltaic arrays, district chilled water plants, co-generation and similar strategies.

8) Accessibility and Safety
   a) Review the need and provide recommendations for tornado safe rooms and storm shelters, dispersed at appropriate locations across each campus.
b) Given the age of the facilities and topography of the campus, develop a master plan that takes into account all relevant aspects of ADA compliance for the University.

c) Incorporate recommendations for accessible paths throughout KU’s campuses.

2.2 Project Deliverables

The final Campus Master Plan update shall address, at a minimum, the following categories of information. The consultant may recommend other areas to be included within the scope of work.

1. Land Use
2. Space Utilization Analysis
3. Classroom Utilization Analysis
4. Facilities & Infrastructure, including utilities and infrastructure planning
5. Sustainability Guidelines and Energy Management
6. Landscape Master Plan Update
7. Architectural Design Guidelines
8. Heritage Plan Update and Historic Preservation Management Plan
9. Campus Access, Circulation and Parking
10. Accessibility and Safety
11. Staging Matrix/Master Schedule for Proposed Capital Improvement Projects

The master plan deliverables shall be presented in a format acceptable to the University. All documents shall be provided as electronic files and shall be provided in both PDF and native file formats (Word, Excel, PowerPoint, AutoCAD, InDesign, etc.) for the final document. Interim review submittals will typically be required in PDF format only, but may be required in both high-resolution and low resolution formats, and occasionally in native file format, too. Consultants will need to provide electronic documents in both high-resolution format (for printing and archives) and low-resolution format (for distribution and online posting).

The University will determine the number of printed copies that will be required and will make arrangements for reproducing them (at KU's cost) as needed for both interim reviews during the planning process and for final distribution after the Campus Master Plan has been completed.

Photographs and images shall be provided in resolutions and file sizes approved by the University. Consultants shall obtain and provide to the University all necessary written releases for usage and credits or source citations for all photographs and images provided during the planning process and within the master planning documents.

All documents and files produced during this planning process shall become the exclusive property of the University of Kansas.

2.3 Project Funding

The master planning effort will be funded through internal sources by the University. The total cost of this work will include all consultants, sub-consultants, expenses (including those which might be considered reimbursables) and final documentation. Consultants shall include a maximum not-to-exceed allowance within their fee proposals for all reimbursable expenses,
such as travel (based on an identified number of trips, as identified in the consultant’s approved schedule), per diem expenses (such as lodging and food), in-house reproductions, CAD/graphic services, telecommunications and other similar expenses.

2.4 Project Schedule

After selection of the consultant team and successful execution of the Agreement (estimated October, 2012), the University expects to proceed with a formal master planning process that will engage the Executive and Steering committees, representatives of the campus community and select community members. KU anticipates the entire process will take no more than fifteen (15) months to complete, and will be completed by December 2013.

The Executive Committee will be the current Capital Projects Council (CPC), chaired by the Chancellor. The Steering Committee will be the current Capital Planning Advisory Committee (CPAC), with additional key representatives from the University. Three to four or more additional committees or groups will be identified as participants in the planning effort. These groups will be jointly defined by the University and the planning consultant.

The consultant should plan to hold five formal meetings with the Executive Committee, monthly meetings with the Steering Committee, three to four meetings with each of the three or four other committees which are yet to be determined (9 to 16 meetings total) and two open forum meetings anticipated with the community. There will be a need for other smaller working sessions as identified in the consultant’s proposal and as negotiated with the University.

Figure 2 - KU campus, looking SW at Spooner Hall, Fraser Hall & Dyche Hall
(Photo Credit: David F. McKinney/KU University Relations)
2.5 Existing Data

The following studies, assessments and inventory will be made available to the selected master planning team. Click on the item name in the electronic version of this document, in order to access the data, if it is available online. If not posted online, it will be made available to the selected consultant at the start of the master planning process.

This data represents the information which KU will provide to the selected consultant. It is identified as part of this RFQ so consultants will understand the extent of data resources which will be made available to them. This information will be supplemented by additional data requested by the consultant, if available, and by data gathered during planning discussions with each departmental unit and committee.

The University of Kansas website contains a wealth of information. Items of particular interest have been included below. Consultants are encouraged to browse the KU website for general background information at: http://www.ku.edu.

1) Campus Planning
   a) Physical Development Planning Workbook (1974)
   b) The Campus Plan (1997; current campus master plan)
   c) Landscape Master Plan (2003)
   d) City of Lawrence/KU Cooperation Agreement (2005)
   e) Building Sustainable Traditions: Campus Sustainability Plan (2011)

2) Parking and Transit
   a) KU Transit Task Force Report (2005)
   b) City of Lawrence / KU Coordinated Public Transportation Development Plan (2006)
   c) Lawrence Route and Schedule Design for Coordinated Transportation (2010)
   e) Parking Map (2012)
   f) "KU on Wheels" Transit Map (2012)
   g) City of Lawrence/KU Combined Transit Map (2012)
   h) SafeBus Routes and Schedules (2012)

3) Campus Heritage
   a) Campus Heritage Plan (2008)
   b) Historic Environs Map (2012)
   c) Campus Historic District Nomination (avail. Nov. 2012 est.; will include map of the proposed historic district)

4) Standards and Guidelines
   a) KU Design & Construction Standards (Currently being updated; avail. Oct. 2012 est.)
      i) Div. 27 Telecommunications Systems Standards
   b) KU Project Management Manual (April 2012)
      i) Note: Section Four covers the capital planning process at KU.
c) KU Policy Library (2012)
   i) Campus Wayfinding Standards (2011)
   ii) Public Art on Campus Policy (2006)

5) Miscellaneous Maps and Images
   a) KU Website - Virtual Tour (2012)
   b) University Relations Photo Library - Campus Beauty (2012)
   c) Main and West Base Map (without utilities) (2012)
   d) Main and West Campus Base Map (with utilities) (secure; will be made available to the short-listed firms) (2012)
   e) Property Ownership (2012)
   f) City of Lawrence/KU Cooperation Agreement Boundaries (2004)
   g) Main and West Campus Zoning (Land Use) Map (2012)
   h) West Campus Master Plan (2012; Land Use Plan)
   i) Edwards Campus Preliminary Development Plan (2011)
   j) Sunflower Properties site plan

6) Campus Data
   a) KBOR Inventory of Physical Facilities and Space Utilization (2010)
   b) Inventory of Physical Facilities and Space Utilization (2012) (avail. Nov. 2012 est.)
   c) KBOR Report on Deferred and Annual Maintenance (2010)
   e) KBOR FY2013 Five Year Capital Improvement Plan
   f) KBOR FY2014 Five Year Capital Improvement Plan
   g) KU Profiles (2011)
   h) Property (Land) Inventory (2010)
   j) JaySpace Web-Based Room Inventory Survey and Reporting Tool.
      i) Database has approximately 21,000 entries, including all buildings/rooms as assignable/non-assignable by department with square footage and room type (FICM standards).
      ii) Access will be given to the successful planning firm.

7) Infrastructure Studies (the following documents will be provided to the short-listed firms)
   a) Black And Veatch Water And Sanitary Sewer Study (1986)
   b) Black And Veatch Storm Water Study (1993)
   c) BRW Transportation, Access and Parking Study (1995)
   d) Henderson Engineers West Campus Water Distribution Study (1999)
   e) PEC Utility Tunnel Condition Assessment (2000)
   f) Black and Veatch Electrical Distribution Study (2006)
   g) Telecommunications Cabling and Infrastructure Map (existing & proposed; note 25 buildings are without single mode fiber along Jayhawk Blvd. & Sunnyside Drive)
8) **Accessibility and Safety**
   a) [ADA Review Task Force Report (July 2011)]
   b) [Campus Accessibility Map (2002)]
   c) [The Clery Act Annual Security Report (2010)]

9) **Planning and Programming** (documents for the following proposed capital improvement projects will be provided to the selected consultant, as they are available):
   a) New School of Business
   b) Lindley Hall Additions Phases 1 & 2
   c) Master plan for the Natural Sciences (Malott, Haworth, Lindley Halls)
   d) McCollum Residence Hall Renovation (or new housing complex)
   e) Engineering Expansion Phase 3
   f) Housing master plan for residence and scholarship halls
   g) Allen Fieldhouse Student Activity Center / Rules of Basketball Addition
   h) Olympic Sports Village (Kansas Athletics)
   i) Memorial Stadium Improvements
   j) Other Kansas Athletics facility and venue improvements
   k) Spencer Museum of Art Addition & Renovation
SECTION 3 – OPTIONAL SERVICES

3.1 Campus Master Planning Advisor

Following the conclusion of the KU Master Plan update in approximately December 2013, the University of Kansas may also wish to retain the selected consultant as a Campus Master Planning Advisor (CMPA), to assist with the ongoing process of campus facilities master planning. This will be written into the contract as an optional service, renewable at the University’s option for one-year periods, beginning with the 2014 calendar year, for up to ten years total (through the end of the 2024 calendar year).

The Master Plan will be formally updated every two years, with draft/working versions issued annually between the formal updates. It will be distributed across campus and to the Kansas Board of Regents, presented in public meetings and used as an ongoing planning tool. The identification of an annual “draft” provides the opportunity for change with current fiscal, academic, administrative and technical conditions. It will also serve as a working tool used to stimulate dialogue and interaction between the many campus groups that may have direct or indirect interests in the development of the campus.

The work of the CMPA is seen as that of an independent consultant, advising campus leaders and stimulating open discussion of sometimes controversial issues in informal settings. The CMPA process will be coordinated by the Assistant Vice Provost for Capital Planning and Space Management, and by the Associate Vice Provost for Operations, with the assistance of the University Architect / DCM Director.

To keep the master plan current, the CMPA will meet six to eight times per year with representatives within the university’s administrative and academic structure: Vice-Chancellors, Provost, Deans, department chairs, facilities professionals and campus committees, including the Capital Planning Advisory Committee and the Capital Projects Council. The CMPA will meet with these groups on an as-needed basis and with groups having project specific needs, such as new building projects and building committees. These meetings serve to enhance the development and interaction of planning concepts and ideas.

The CMPA also serves as a messenger, delivering information between and within groups that normally have limited means for interaction. In addition, the CMPA may be assigned planning studies that target specific campus areas or issues in a more detailed manner than the broader campus plan.

The CMPA must have a strong background in campus and urban planning, architecture, landscape architecture, sustainability and preservation. The CMPA must be a good listener, messenger, facilitator, and advisor. This person must be an advocate for the process of continuous planning and improvements to the master plan.

3.2 Additional Planning Services

Additional planning services may be requested for various university departments and operations. It is anticipated that these services would be funded separately, by the department requesting them. Departments that might request these additional service studies could include Parking and Transit, Information Technology, the KU Endowment Association and the affiliated
corporations. These services will involve more in-depth analysis and planning, for incorporation into the comprehensive campus master plan. Some of possible additional services that may be requested are listed below.

1) Parking and Transit
   a) Assess existing parking supply and demand, and estimated future parking supply and demand based upon changes in population, programs, displacement of parking by construction and potential policy changes.
   b) Assess the allocation system (who parks where) and revisions which might be suggested by other components of the Master Plan, including the reserved stall policy.
      i) Include evaluation and recommendations for a market-based pricing strategy -- you pay more to park close, you pay less to park further away and use transit or walk.
   c) Assess the existing transit system and its effectiveness, and future transit needs associated with changes on campus related to buildings, roadways, program moves and population shifts.
   d) Assess the need for additional transit routes or services that may be needed or desirable, as well as circulation on campus to keep drivers from moving vehicles during the day.
      i) Assess how people are moved from remote parking to the campus core and develop a sustainable funding model for the options (it is doubtful that this would be student transit fee funded).
   e) Assess location of accessible parking and transit stops, and of transportation services required to address accessibility needs on campus.
   f) Assess the existing condition of parking infrastructure and the funding needs of a long range plan to update and maintain parking lots and facilities in an acceptable condition.
      i) Include realistic projections for annual expenditures, the estimated number of years that is a reasonable cycle to renew every parking lot, and a sustainable funding model for this.
   g) Consider current revenue streams and estimate projected future rate increases required to fund these capital improvements.
   h) Assess management and logistics, in particular vehicular/pedestrian conflicts with buses, especially on Jayhawk Boulevard during class change times, and during the loading/unloading of busses at buildings.
      i) Provide recommendations which balance the needs of parking and transportation, and the costs to build more parking, and the affordability of various options.
   j) Assess the need for more park and ride facilities compared to parking garages closer to campus.
   k) Review and provide recommendations on how KU might address mobility needs of all types as the campus continues to grow.

2) Student Housing
   a) Conduct a market study and propose a development plan for the on-campus apartment needs, including but not limited to the replacement of existing graduate and family housing and the housing needs of upper-class students.

3) Sunflower Properties
   a) Develop a conceptual land-use master plan for future development of this property, which is located east of Lawrence and southwest of DeSoto, Kansas.
4) **Street Condition Assessment**  
   a) Assessment and evaluation of existing streets and paved areas, using traffic and pedestrian counts to be performed by the consultant, and using visual assessment of the pavement.  
   b) Provide recommendations for phased improvements and funding model(s) to implement those improvements.

5) **Telecommunications**  
   a) Analyze existing telecommunication pathway and develop a planning tool for the grading, maintenance, and replacement of aging telecommunication pathways.  
   b) Analyze and provide recommendations for a comprehensive IT duct bank and connectivity plan, which accounts for future proposed land uses and access to regional partners.

6) **Data Center Facilities**  
   a) Develop critical information collection matrix to describe existing data centers and primary research computing facilities and work with the University to collect this information about KU's critical facility data (power usage, power availability, cooling, space, access, etc).  
   b) Develop criteria for measuring the cost effectiveness and operating effectiveness of these facilities.  
   c) Create a master plan that accounts for the operational and capital costs of these facilities vs. the campus capital maintenance plans.

7) **Climate Action Plan**  
   a) Review and update the campus greenhouse gas inventory.  
   b) Project future GHG emissions based on full build-out over a twenty year period.  
   c) Recommend realistic GHG emissions reduction targets based on operational needs and resources.  
   d) Identify and prioritize short-term and long-term measures the University can implement to reduce emissions, and develop a cost-benefit analysis for recommended actions.  
   e) Develop guidelines for conducting a GHG inventory on an annual basis and updating the CAP as new technologies become available or existing technologies become more financially feasible  
   f) Based on predicted changes in the regional climate, recommend adaptation strategies for campus operations.

3.3 **Auxiliary Operations / Affiliated Corporation Planning Services**

The CMPA may be asked, from time to time, to provide planning services to incorporate and coordinate physical development associated with the University’s affiliated corporations: Student Housing, Memorial Unions, KU Center for Research and Kansas Athletics Inc.

The primary anticipated planning service will be land-use oriented, but may also include other services identified in the scope of services for the comprehensive master planning, as requested for each master planning initiative. Any requested services will be managed by the University Architect and DCM staff, with input from KU administration and others as needed.
SECTION 4 – STATEMENT OF QUALIFICATIONS

4.1 Process Overview

The University seeks master planning services that require a broad range of professional disciplines normally associated with comprehensive planning of this type. Professional disciplines may include, but are not limited to, architecture, planning, preservation, mechanical/electrical/telecommunications engineering, landscape architecture and civil/transportation engineering. KU is interested in working with a master planning team that has previously collaborated with the sub-consultants on their team, and who has a history of successfully completing major campus master plan updates.

KU recognizes that a successful Campus Master Plan update responds to the goals and requirements of the Strategic Plan and an academic master plan. The University requests that each team include at least one individual with a strong background in academic planning to identify potential gaps in the current KU academic master plan and to facilitate bridging these gaps to complete this effort.

Responses to the Request for Qualifications (RFQ) will be known as Statements of Qualifications (SOQ). The RFQ is intended to result in the selection of the most qualified master planning team. Firms interested in submitting an SOQ may choose to submit as a collaborative team, with one consulting firm identified as the prime. KU will expect the successful team to retain all necessary sub-consultants as required for the services described herein.

Interested respondents must submit SOQs following the procedures described herein. Responses must be received by KU no later than the date, time, and location indicated.

4.2 SOQ Submittal Requirements

In order to be considered responsive to the RFQ, respondents must submit all of the information requested below.

- SOQ submittals shall be on 8-1/2" x 11" sheets, shall be indexed with divider sheets for each section and shall be bound along the long edge.
- Firms shall submit two (2) printed and bound copies of the complete SOQ document and one (1) PDF file of the complete document on a CD, DVD or USB drive.
- The SOQ shall not exceed 60 total pages of content, excluding dividers from the page count. Printed copies shall be double-sided.
- General information may be included but should be relevant to the services requested, and may include examples of prior work, brochures, photographs, maps, drawings, etc. Such general information materials will count toward the total number of pages allowed. This information shall be included at the end of the submittal as an appendix.
- Any portion of an SOQ considered exempt from disclosure under the Public Records Act should be clearly marked and accompanied with an explanation of the legal authority supporting this assertion.
- Failure to submit in the required format may be grounds for rejection of a firm’s qualifications.
4.3 Required Information

Provide typed responses for all requested information, as described below for each section:

1) Cover Letter:
   a) Provide a cover letter describing the team’s interest in the project.

2) Qualifications/Team Description:
   a) Describe the structure of the proposed team, including sub-consultants, and outline the role and responsibilities for each firm and for each of the key personnel from each firm. Identify the primary contact at each firm on the team and the numbers of years of experience for all key personnel in master planning.
      i) Personnel evaluating and providing recommendations on the data center and telecommunications components of the master plan must be certified as a Registered Communications Distribution Designer (RCDD) by BICSI.
   b) Clearly identify the prime consultant firm and their responsibilities in facilitating and coordinating the master planning effort.
      i) The consultant’s Project Manager must have extensive experience in master planning.
      ii) Preferred Relevant Experience of Key Individuals: Ten years minimum.
   c) Identify previous campus master planning projects completed by this specific consultant team (clearly identify if a project was done by a team member when employed by another firm).
   d) Submit a State of Kansas Professional Qualifications form (DCC 050) for each consultant firm on the team and the Project Qualifications forms Parts A thru I (DCC 051 thru DCC 054), with information regarding similar projects. These forms are available to firms at the Kansas Department of Administration, Office of Facilities and Property Management (OFPM) website, in the Forms and Documents section at: http://www.da.ks.gov/fp/manual.htm#PlanningForms

3) Relevant Campus Master Planning Experience:
   a) Provide information about similar campus master plans conducted by the candidate firm(s), adequate to demonstrate the team’s ability to prepare a campus master plan of this type and scope.
   b) Include the following information, preferably in a bulleted format, for each listed project:
      • completion date
      • size
      • schedule
      • specific scope
      • firm role in the project
      • consultant team
      • sub-consultants involved
      • lead members for each team
      • names/contact information for the campus client
c) Some firms responding to this RFQ may have multiple office locations. All submitted firm and personnel experience shall represent the background and experience of individuals proposed to work on this project only.
   i) Please do not submit information on other branch offices or other firm personnel that are not proposed to be involved in this project.

4) Planning Approach:
   a) Describe your team’s approach and methodology for this campus master planning process, and how this will be applied at KU.
   b) Outline in detail how this approach will involve the campus stakeholders and project organization. Describe specific techniques to be used, and outline the anticipated work plan, including project phases, schedule, timeline, key milestones and deliverables.

5) Master Planning Issues:
   a) Describe your firm’s initial impressions of the University of Kansas campus and identify what you see as significant challenges and opportunities for its development and growth.
   b) Describe your overall philosophy on accessibility and provide a concrete example of how you would implement ‘Universal Accessibility’ into your plans.

6) Fee Structure:
   a) Provide a preliminary range of estimated master planning fees, based on the general scope of services outlined herein, for budgetary purposes only.
      i) The master planning teams will be ranked and selected based on qualifications.
   b) The proposed range of estimated fees shall include all anticipated reimbursable expenses, based on the scope of the master plan process.
   c) Identify all items and information that your firm will require from KU in support of this effort, beyond those listed in Section 2.5 Existing Data.
   d) Summarize all estimated fee information on the table included in Appendix A. Include within each high/low estimated amount an appropriate allowance for reimbursable expenses.

4.4   SOQ Submittal Due Date

Submittals will be received by the University of Kansas, Office of Purchasing Services, until the closing date and time indicated below.

Closing Date and Time: September 21, 2012; 2:00pm Central time.

Firms shall deliver submittals to:

KU Purchasing Services
Attn: Julie Bellucci
Carruth O’Leary Hall
1246 West Campus Road, Room 30
Lawrence, Kansas 66045
Proposals must be time-stamped in the KU Purchasing Services office by the individual making the delivery and shall be placed in the bid receipt box. Submittals delivered via a delivery service, i.e., USPS Mail, UPS, FedEx, etc., will be received and time-stamped by the KU Purchasing Services office. Any submission not time-stamped and submitted prior to the closing date and time will be deemed late and will not be considered regardless of the means of delivery or extenuating circumstances.

4.5 RFQ Questions

Questions regarding this RFQ shall be submitted solely to one of the following designated University representatives. Emailed questions are preferred. Questions and inquiries or communications regarding these services should not be submitted to any other University personnel.

Project Scope or Intent Questions:
James E. Modig, University Architect & DCM Director
Office of Design and Construction Management (DCM)
The University of Kansas
1246 W. Campus Road, Room 114
Lawrence, KS 66045-7505
Email: jmodig@ku.edu
Phone: (785) 864-3431

RFQ Process or Contracting Questions:
Julie Bellucci, Purchasing Agent
KU Office of Purchasing Services
Carruth O'Leary Hall
1246 West Campus Road, Room 30
Lawrence, Kansas 66045
Email: jbellucci@ku.edu
Phone: (785) 864-3063

4.6 Clarifications

Failure to notify the Points-of-Contact (as noted above) of any conflicts or ambiguities in the RFQ may result in items being resolved in the best interest of the University and the Kansas Board of Regents.

Any modifications to the RFQ, as a result of relevant answers to questions submitted in writing, shall be made by written addendum and shall be posted at the KU Purchasing Services website.

All firms registered at the KU Purchasing website will receive automated notices when addenda with clarifications or additional information are posted. Only written interpretations are binding.
4.7 Pre-Interview Meeting and Site Visit

Teams short-listed for interviews will be invited to an optional informational meeting and site visit, to be held on campus approximately two weeks prior to the interview date.

This Pre-Interview Meeting and virtual tours of the Main and West campus areas and of the Edwards Campus will be conducted by appropriate University staff, and may also be attended by members of the Procurement Negotiating Committee. KU staff will provide a brief overview and explanation of the key goals and outcomes expected from the master planning process. Virtual tours will be given of each campus, with appropriate commentary and questions provided by University personnel. Firms may tour KU's campuses and the public areas of buildings at their option and at times of their convenience. University personnel will not be available for personalized tours or meetings with each short-listed firm.

This will be the short-listed firms' opportunity to ask questions and have a dialogue with KU personnel about the proposed master planning scope of work, or about the consultant selection process. Any relevant clarifications will be issued in writing, to all firms, via the KU Purchasing website. Attempts by consultants to contact individuals other than the identified points of contact are discouraged in order to facilitate the consistent provision of information, and may be grounds for disqualification.

4.8 Interview Dates

Interviews with the short-listed firms will be held on the KU campus. Specific times, dates and locations will be coordinated with the short-listed firms.

4.9 Selection Process

KU will appoint a Procurement Committee of three members to evaluate all submitted SOQs to determine the respondents' qualifications in regard to KU's goals and requirements for this master planning effort. The Procurement Committee members and other representatives of KU will not be available to meet with or to discuss the project individually with prospective firms prior to the short-listing of firms or prior to the interviews, with the exception of the Pre-Interview Meeting.

KU will assess each master planning team based on comprehensive master planning ability, experience with similar size campuses, organizational and professional resources, and evaluations of the SOQ submittals. A shortlist of three to five firms or teams with the best qualifications will be invited to participate in an interview with the Procurement Committee. Following the interviews, the University will begin contract negotiations with the highest ranked team from the interview process. Should KU be unsuccessful in negotiations with this team, the firm with the second highest ranking will be extended the opportunity to negotiate a contract.

4.10 Contract

The University will utilize an amended version of the AIA B102 contract for these services, which will include as an attachment the State of Kansas DA-146a terms and conditions form. Copies of those documents will be provided to the short-listed firms.
### Appendix A - Summary of Estimated Fees

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<td>Basic Services - Comprehensive Master Planning</td>
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**Optional / Additional Services:**

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<td>Estimated fees per calendar year.</td>
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Figure 3 - Campanile Hill, with Lippincott Hall (L) & Fraser Hall (R) in background
(Photo Credit: Doug Koch/KU University Relations)

*** End of the Request for Qualifications ***