

**Request for Qualifications
Capital Planning Consultant for
Columbus State Community College
11/13/20**

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- 1. Introduction:** This section includes the purpose of the Request for Qualifications (RFQ) and the related goals of the Columbus State Community College (the College) and affiliated entities Columbus State Community College Foundation, Inc. (the Foundation) and Columbus State Community Partners (the Community Partners) for the Capital Planning Consultant. The Foundation and the Community Partners are affiliated entities of Columbus State Community College (the College) and as such exists to advance the College’s strategic goals and objectives.

Columbus State Community College is critically important to the economic vitality of Central Ohio, preparing more than 45,000 students each year for in-demand jobs while meeting growing and evolving regional employment needs. Columbus State is the region’s most affordable higher education provider and is committed to accessibility, equity, diversity, and inclusion.

Columbus State’s commitment to advancing student success and closing equity gaps has consistently earned the College national recognition over the past several years. In 2019, the College received the Leah Meyer Austin Award, the highest honor bestowed by the national community college advancement network Achieving the Dream (ATD), in recognition of more than doubling graduation rates from 2010-2017 and significantly closing the achievement gap for African-American and low-income students. The College first became an ATD Leader College in 2015 based on its commitment to accelerating student success, and became an ATD Leader College of Distinction in 2020 in recognition of minority student performance improvement. As a national leader, Columbus State is the only community college in the nation to earn ATD Leader College status, develop next-generation academic and career pathways as part of the American Association of Community Colleges (AACC) Guided Pathways, and to be entrusted with developing a new credentialing model through the AACC Right Signals Initiative.

The College has leveraged public/private partnerships and careful use of limited State funding to maintain its infrastructure and is poised to pursue an ambitious capital construction plan.

Successful partners in this plan will share the mission and values of the College and will

demonstrate commitment and capacity to helping Columbus State: advance priority student success objectives, deliver innovative and thoughtful programs and services, advance equity and inclusion work, promote institutional fiscal health, leverage previous work and existing resources, engage partners in meaningful ways and strengthen the College's reputation for community impact.

- a. *Purpose:* The purpose of this RFQ is to gather information to evaluate a Capital Planning Consultant who, in collaboration with the College, the Foundation and Community Partners, will develop an implementation plan for the Columbus State Community College's 10 year, \$441M, "Making Central Ohio Stronger" Capital Plan. The relationship structure is anticipated to be in the form of a Fee for Services contract. Specific roles and responsibilities would include:
 - i. Integrate the College's 2013 Master Plan, the 2019 Creative Campus Development Advisor Recommendations and the 2019 "Making Central Ohio Stronger" Capital Plan into one comprehensive, regional capital implementation plan to guide Capital investments;
 - ii. Develop approach for capital improvements/investments for each prioritized program;
 - iii. Recommend the future use of existing buildings, and inform the location of new building(s) and parking garage(s);
 - iv. Develop long-term vision of regional footprint of Columbus State in Columbus, Dublin, New Albany, Reynoldsburg, and Westerville within Franklin County and Delaware, Union and Madison Counties within the Central Ohio region;
 - v. Prepare products that inform and update the College's master plan.

- b. *Goals:* The following expresses the goals and objectives for the Capital Planning Consultant.
 - i. Validate and refine the College's Capital Plan assumptions for program locations and provide guidance on the space needs for programs and the physical implementation of the Capital Plan;
 - ii. Inform the College on options for program locations and overall Regional footprint of the College by understanding program growth areas, space utilization data and enrollment projections, unique program needs, and community and workforce needs through engagement with internal and external stakeholders;
 - iii. Determine the feasibility of a new academic building(s), building expansions and parking garage(s) by assessing and analyzing College operational planning data, industry trends, current space utilizations, enrollment projections, and by benchmarking peer institutions;
 - iv. Assess the impacts of COVID-19 on the College and Higher Education, and work with the College to envision future facility needs in a post-Covid environment;
 - v. Develop and document a 10-year Capital implementation plan for the College informed by, and incorporating the following:
 - a. Programmed space plans,

- b. Real estate and lease plan,
 - c. Construction phasing plans,
 - d. Resource and procurement plan,
 - e. Academic calendar and classroom utilization plan,
 - f. Swing space plan,
 - g. Parking impact plan,
 - vi. Coordinate with the College's Marketing and Communication's Department to develop timely communications and stakeholder engagement for the implementation plan; and
 - vii. Provide regular updates to College leadership and staff as needed to inform decisions and advance the work.
- c. *Deliverables*: The expectations for the engagement with the planning consultant would likely include the following. Final negotiations on a scope of work will ultimately determine the deliverables.
 - i. Document: Provide a 10-year Capital Implementation Plan, comprised of graphic representations, plans, reports, schedules and financial modeling to inform Capital investment decisions by the College.

Relevant Background: The following provides information on the recent and relevant work of the College in partnership with the Foundation, the Community Partners, the City of Columbus, and neighborhood stakeholders in advancing the College's strategic goals and objectives.

- a. In 2010 the Columbus Downtown Development prepared a Strategic Plan for downtown. The plan had 10 focus areas and one was the Creative Campus. (That is the origin of the name for this geographic area of downtown.)
- b. In 2013 the College adopted a comprehensive Master Plan document. Since that time, downtown, the Discovery Special Improvement District (DSID) and the Creative Campus (DSID, north of Broad Street) have become more dynamic, experiencing investment and speculation.
- c. In early 2015, in partnership with the City of Columbus, the College convened neighborhood stakeholders (Columbus Museum of Art, State Auto, Columbus College of Art and Design, Edwards Companies along with representatives from the City, COTA, MORPC and PACT) to discuss how to make the Creative Campus neighborhood a more vibrant and attractive place.
- d. In December of 2017, the City Council approved vacating Mount Vernon Avenue from Cleveland Avenue to Spring Street. This will allow for creating a public greenspace north of the building project referenced above. Also, in 2017 the City of Columbus funded the redesign and construction of Cleveland Avenue between Long Street and just north of Mount Vernon Avenue. This streetscape improvement project includes lane reconfiguration, burial of overhead utilities, and safety and pedestrian improvements.
- e. In 2018, in partnership with the City of Columbus, the College and the Foundation engaged Diversified Development Group (DDG) as a Development Advisor for potential development on, and around, College owned land. As a result of this engagement, a 4-

part development project consisting of a YMCA with a childcare component, a mixed-use building of market-rate student housing, office, retail and a health care partner, a parking structure, and affordable housing units was proposed as part of the Creative Campus Development Advisor Recommendations report, dated July 2019.

- f. In 2019, as a recommendation of the Development Advisor, the College created the Columbus State Community Partners a real estate development affiliate of the College. The Partners goals and mission are to advise the College on real-estate matters that advance the College's mission.
- g. In 2019 the College created the "Making Central Ohio Stronger" Columbus State Capital Plan, which is a 10-year \$441M plan for the College, \$300M of which is funded by Bond funds approved in 2020 by the Franklin County voters, as well as State Capital funding and public/private partnerships.

2. Team Make-up:

- a. The College is seeking a Capital Planning Consultant to serve as the leader/chief integrator for the proposed work, but if needed, the College reserves the right to collaborate with the selected firm to build out the desired team.
- b. The selected team will have a relevant Central Ohio component, familiar to the College, the local community and the Central Ohio Region. Ideally the local component will have previous experience working with the lead planning consultant and the College.
- c. The team will embody the Colleges values with regards to equity, diversity and inclusion, within the primary consultant team make-up and all sub-consultants and will demonstrate how this is achieved within their statement of qualifications.

3. RFQ Outline: The submittal shall include the following items.

- a. **Cover letter.** Outline the firm's interest in this project and relevant experience with Capital Planning, highlighting any particular experience working with institutions of higher education, or with similarly situated anchor institutions in this capacity.
- b. **Perspective.** Provide the firm's perspective on: 1) goals of the assignment; 2) knowledge of Columbus State and their role in the Region, or how you might gain insight into who Columbus State is as a leader in the Region; 3) the motivation for interest in the project; 4) key conditions for success; 5) essential competencies of a planning consultant.
- c. **Company Profile.** Include years in business, focus of work, number of employees, etc. Include this information for any partner firms and identify any minority- and women-owned participation and/or demonstrate how your firm will meet or exceed the goals of equity, diversity and inclusion.
- d. **Key Projects.** Provide at least five (5) similar planning projects in Columbus and/or central Ohio, or in a similarly-situated urban environment, completed in the last five years. Working in a College Planning role is of particular interest. Include information on client(s), project objectives, successful outcomes, and current status of the planning effort.
- e. **Resumes.** Provide resumes only for key personnel who would be assigned to the project including role, number of years of experience, and project experience.

- f. **References.** Provide at least three references for firms included on the team. Central Ohio references are especially of interest to the evaluation team. Please provide project name and description, project owner’s name, email address and phone number.
- g. **Conflicts of Interest.** Provide a statement that identifies any known or potential conflicts the firm may have with the College and or its affiliates.

4. Submission Requirements: The following guidelines are provided to assist in preparing a submission.

- a. Please limit responses to no more than 30 pages total, formatted to 8.5”x11” size.
- b. Responses should be in PDF format
- c. Only email submissions will be accepted and should be emailed to *Robb Coventry at rcoventry@cscce.edu*

5. Evaluation Criteria: Key criteria include the following:

- a. Commitment to the College’s goals, values and criteria to be a partner of the College.
- b. Commitment to equity, diversity and inclusion.
- c. Ability to create a comprehensive Capital Implementation Plan for the College.
- d. Experience working with multiple partners and stakeholders.
- e. Relevant experience working as a capital planner with a higher education institution or similar institutions in an urban environment.
- f. Creativity in solving complex institutional planning and real-estate development objectives.
- g. Ability to meet stated goals.
- h. Response to team makeup expectations (local strength and diversity)
- i. Positive feedback of references.

6. Schedule and Selection

Selection Process Schedule (subject to change)

Pre-Submittal Meeting (virtual)	Friday, December 4, 2020
Question submittal deadline	Friday, December 11, 2020
RFQ Submittals due	Wednesday, December 16, 2020
Interviews with selected firms	TBD

- a. There will be a virtual pre-submittal meeting to share background information and offer the opportunity for applicants to ask questions to gain more clarity. **Please submit an email address to rcoventry@cscce.edu to be included in the virtual meeting.**
- b. Contact for all communication: Robb Coventry, email: rcoventry@cscce.edu

7. Other Terms and Conditions: The following are the key terms and conditions of the RFQ.

- a. Firms responding to the RFQ should not contact members of the College’s Board of Trustees, the Foundation Board, the Community Partners Board, or the College’s President or the Foundation’s or Community Partners Executive Directors, or their respective staffs

and consultants, concerning the RFQ from the date hereof until the process has been completed.

- b. The College is not responsible for costs or damages incurred by respondents, or other interested parties in connection with this RFQ process, including but not limited to, costs associated with preparing responses, qualifications, and proposals, and participating in any conferences, oral presentations, or negotiations.
- c. The College reserves the right to modify the RFQ schedule as needed, as well as the right to: (1) modify or terminate this RFQ at any time for any reason; (2) reject any or all submissions; and (3) waive minor, technical defects in any submissions. The receipt of responses to this RFQ or other documents at any stage of the process will in no way obligate the College to enter into any contract of any kind with any party.

A firm selected to serve as the Planning Consultant will NOT be precluded from subsequently competing to implement a specific project or projects.

8. Attachments: For additional context, see;

- a. 2019 “Making Central Ohio Stronger” Columbus State Capital Plan