DATE: March 17, 2021  
TO: All interested responders  
FROM: Karen Huiett  

SUBJECT: Request for Qualifications for  
WSU-21- Comprehensive Resiliency Plan  

ADDENDUM #1

General Information
1. The MANDATORY Informational meeting was held on March 16, 2021. The following attendees participated (no order implied):
   Beth Tomlinson, Brian Kelly - TKDA
   Prem Sundharam, Chris Walker – DLR Group
   Greer Wendling, Laura Wheaton, Cooper Melton – Ayers Saint Gross
   Anna Pravinata - Alliiance
   Grace Nordman, Erik Kocher – Hastings+Chivetka Architects
   Rob Tanner – MGT Consulting
   Amy Fredregill, Brian Bourassa - WSB
   Mark Reineke, Mark Cipos, Tara Rohman, Eric Lennartson – Widseth
   Heidi Neumueller, Sukreet Singh - Cuningham
   Diane Dowgielewicz, Jen Cross, Colin Rohlfing – HDR Inc
   Jennifer Hyk, Von Petersen – TSP, Inc
   Shannon Burfeind, Maureen Colburn -- LHB
   Kasey Price – MGT Consulting
   Natalie Johnson – ViDL Solutions
   Peter Dahl, Ena Murphy, Stephen Burk - HGA
   Michaela Thompson, Casey Morris, Shannon Steward, John Neville - McKinstry
   Katie Coyne, Brendan Wittstruck - Asakura Robinson
   Kevin Hildebrandt – ISG
   Brendan Sapienza – MSR Design
   Aaron Wickersham, Sarah Pelot – Affiliated Engineers, Inc
   Erin Lonoff – HR&A Advisors
   Eileen Pedersen, Doug Pierce – Perkins + Will
   Nick Schulz – RDG
Questions and Response
The following questions and clarifications were provided:

2. *Is the emphasis of the planning effort on the resilience of people or the resilience of physical infrastructure?* The two are fundamentally integrated. The planning effort will pay attention to both. We also have an interest in the resiliency of business and operational models.

3. *How did WSU determine the 1MW solar array goal?* The determination was somewhat arbitrary but was informed by the existing conditions of the site and WSU’s desire for an ambitious but achievable first step.

4. *Is the 6% Preference for the Prime firm or the sub-consultants?* The preference will be awarded only to the Prime firm meeting the requirements.

5. *How important is it for the proposed team to have “extensive experience doing things that have not been done before” [quote from page 7 from the RFQ]?* Innovation is intentionally part of the RFQ. The process and product should be transformative and challenge conventional approaches and assumptions. WSU has a track record of trailblazing and of doing and thinking about things differently. An experienced firm may be able to demonstrate how they’ve risen above a business-as-usual approach. Alternatively, a new firm (or collaborative team) may have new, theoretical, or innovative ways of thinking about topics that have yet to be implemented.

6. *Please clarify the deliverables?* What we want is a planning tool that is actionable, usable, and measurable. The worst thing that could happen is to create a pdf document that sits on the shelf. Key elements include producing and extracting the required component of the Comprehensive Facilities plan according to the Minnesota State 2017 Comprehensive Facilities Plan Update Guidelines and Utility Master Planning Guidelines.
7. *What level of analysis is expected regarding sustainability?* Although the level may vary depending on the area of the plan, generally WSU desires a high level of analysis across all components.

8. *What are the primary goals of creating a new plan delivery structure and what is WSU hoping to achieve with this?* We want to create a framework that is engaging, that commands attention, and that can adapt/change/update in as close to real time as possible. We want to avoid static plans that sit on shelves. Plans need to be active to stay top-of-mind and steadily progress to implementation, while maintaining accountability for those responsible for their implementation.

9. *How will WSU manage the inherent conflict between cost and innovation?* WSU recognizes that a balance is needed, however, we want to push the limit. First, we think being future focused is the way to generate revenue and revenue helps continue the mission of the campus. Second, operations -on a daily basis- must be aligned with our big, achievable goal. This planning effort is not about multi-million-dollar projects. The resiliency plan is about making every little action aligned toward the goal.

10. *The fee might be low. What are your highest priorities?* The priority is to develop a resilience plan that addresses the future of learning and provides an integrated framework for an equitable, climate positive, and regenerative campus. We have to determine tangible approaches for integrating those fundamental elements. We had to put a container around what we are asking. Let us know what you think you can accomplish within the time and fee identified. If there are additional services you think are important, outline those for us as options.

11. Do you anticipate the planning team to perform a full de-carbonization and payback analysis? Probably, at least in broad strokes in terms of energy efficiency and carbon neutral heat and power. We will need a framework for changing our infrastructure. We need to understand what it will take to reach our full potential with an eye toward our bigger picture and larger goal.

12. *Is the platform deliverable to be open and accessible to students and the larger community?* Yes, open and accessible to all.

13. *Does WSU have a preference, a larger team with more specialists or a smaller, more compact team?* No preference. WSU is looking to the planning team to make that determination.

14. *How does WSU see equity playing a role in the planning process itself and in the RFQ/RFP process as you look to select a firm?* WSU is committed to a just, equitable, and inclusive world. This will require plan development and implementation that is aligned with this vision and that prioritizes equal access and participation. In terms of selection process, teams may choose to highlight their strengths in these regards as they outline their team
profile, experience, project approach, and unique qualifications. Per Minnesota statutes and as outlined in the RFQ (page 16), eligible certified targeted group (T.G), economically disadvantaged (E.D.), and Veteran Owned small businesses will receive a six percent (6%) preference.

**Post meeting clarification**
15. Please refer to the RFQ, Section IV. Response Contents and Evaluation, Traditional PDF Booklet Submittal, item 3, Project Team and Relevant Experience. The responding firm must include and identify at least one Professional Engineer, licensed in the State of Minnesota, who will take responsibility for the Utility Master Plan deliverable. Also, the responding firm must include and identify at least one Professional Architect or Professional Landscape Architect, licensed in the State of Minnesota, who will take responsibility for the Comprehensive Facilities Plan deliverable.

Summary of attachments:
1. Slide deck from informational meeting

END OF ADDENDUM #1
Comprehensive Plan RFQ

A community of learners improving our world
Guaranteed Energy Savings Project

WSU Goal = 20%
Energy Savings = 21.6%

WSU Goal = 100%
Carbon Reduction = 19.3%

WSU Goal = 1.0MW
Solar Proposed = 1.4MW

WSU Goal = 20%
Water Savings = 20.8%

Provide local jobs that contribute money back into the community!
Local contractors & MBE/WBE

Fiscal Savings Impact:
25-yr timeframe = $20 Million
ROI = 217%
GESP - Renewable Energy Impact

- Renewable Electricity Supplied (XCEL Connect & On-site PV) 31%
- Annual CO2e Reduction 8.2M lbs CO2e
- % CO2e Reduction (2019 Base) 31%
WSU Thriving 2035: Reimagining Residence Life

Reimagining Residence Life will:
• Attract students and strengthen program
• Stabilize enrollment in short-term competitive environment
• Strengthen recruitment and retainage as demographics rebound

Financial Benefits include:
• Savings through West Campus divestment:
  • Re-balance Food Service costs
  • Eliminate West Campus shuttle cost
  • Remove maintenance and operation costs
• Eliminate $67M deferred maintenance liability
• Lower operating and energy costs of sustainably designed new/renovated halls

Sustainable/Competitive Market Position
• Promote health and well-being
• Be an interdisciplinary intersection for science, technology, and art
• Operate carbon neutral, use net zero energy, balance on-site water use, and create zero operational waste
• Design for inclusion, equity, and access
• Plan for adaptability and change to ensure future usefulness and relevance
WSU-Rochester Starts Strategic Planning Process

by Dr. Jeanine Gangeness | Jan 11, 2021 |

Updated February 23, 2021

Timeline
Our plan

- Establish Goals
  - March 2021
- Data Collection
  - January 2021
- Bring to Cabinet
  - May 2021
- Align Goals with Budget
  - April 2021
- Launch with WSUR and Rochester
  - September 2021

AUG  SEP  OCT  NOV  DEC  JAN  FEB  MAR  APR  MAY  JUN  JUL  AUG  SEP  OCT  NOV  DEC  JAN  FEB  MAR  APR  MAY
Our goal...

A resilience plan that addresses the future of learning and provides a comprehensive, integrated framework for an equitable, carbon positive, and regenerative campus.
The future of WSU...

- **Who** will be learning and working at WSU?
- **How** will we learn and work at WSU?
- **What** physical environment will support learning and working at WSU?
Who are we now, who will we be?

**ENROLLMENT (FALL 30TH DAY)** 7,124 (FTE: 6,332)
Undergraduates: 6,408 (FTE: 5,812) Graduate Students: 716 (FTE: 521)

**New Student Profile**
- New Entering First-Year Students: 1,282 (FTE: 1,274)
- Average ACT (composite mean): 22.1
- Average High School GPA: 3.42
- Minnesota residents: 67%
- Wisconsin residents: 28%
- New Entering Transfer Students: 400 (FTE: 319)
- New Graduate Students (Degree Seeking): 220 (FTE: 195)
- Winona Campus: 6,136 (FTE: 5,609)
- Rochester Campus: 988 (FTE: 723)

**STUDENT CHARACTERISTICS**
- **Sex**
  - Female: 67.8%
  - Male: 32.2%
- **Race/Ethnicity**
  - American Indians: 1%
  - Pacific/Hawaiian Islands: 1%
  - African American: 3.4%
  - Asian American: 3.0%
  - Hispanic/Latino: 4.3%
  - More than one race: 3.3%
  - White: 83.2%
  - Int'l: 1.9%
  - Other and unknown: 0.6%
- **First Generation Students**: 37.8%
- **Post-Traditional Students**
  - (age 25+): 17.3%
- **International**
  - From 43 countries, including: China (20), Nepal (12), Kenya (11), Saudi Arabia (9), Japan (8)
- **Popular Undergraduate Majors**
  - Nursing, Elementary Education, K-6, Business Administration, Biology, Exercise & Rehabilitative Science, Psychology, Social Work, Marketing
- **Popular Graduate Majors**
  - Social Work, Counselor Education, Nursing, Leadership Education

- **95% MN & WI**
- **83% White**
- **83% Traditional age**
- **68% Female**
2021-2022 Comprehensive Plan

MN population 2020

WI population 2020

worldpopulationreview.com: US Census 2018 ACS 5-Year Survey
Who are we now, **who will we be?**
How will we learn and work at WSU?

- Aging workforce
- Degree or credential
- Cultural acceptance
- Tolerance for risk

- AI and IoT
- Digital literacy
- Online or F2F
- Plato to Python

- Cost and value
- Government budgets
- Employee support
- Equal access

- Climate change
- Right-size facilities
- Circular economy
- Urbanization

- Global standing
- Political priorities
- Legal decisions
- Justice and equity

SCUP Trends for Higher Education
What physical environment will support WSU?

**Energy**

**Water**

**Waste**

Current State

2021-2022 Comprehensive Plan

Projected Annual Composition (pounds)

- Organsics: 11.0%
- Recycling: 19.9%
- Trash: 69.2%
- Recyclable: 190,061 pounds
- Biodegradable: 343,761 pounds
- Cornell: 1,196,581 pounds

Comprehensive Plan RFQ – Meeting #1
What physical environment will support WSU?
Planning framework

- equitable communities
- well-being
- discovery
- integration
- change
- economy
- water
- resources
- energy
- ecosystems

AIA Framework for Design Excellence

2021-2022 Comprehensive Plan
### SUMMARY MATRIX

The Living Building Challenge is composed of 20 Imperatives grouped into seven petals. Some Imperatives are not required for all typologies.

<table>
<thead>
<tr>
<th>PETAL</th>
<th>IMPERATIVE</th>
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<tbody>
<tr>
<td>PLACE</td>
<td>1 Ecology of Place</td>
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<tr>
<td></td>
<td>2 Urban Agriculture</td>
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<td></td>
<td>3 Habitat Exchange</td>
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<td>4 Human Scaled Living</td>
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<td>WATER</td>
<td>5 Responsible Water Use</td>
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<td>6 Net Positive Water</td>
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<tr>
<td>ENERGY</td>
<td>7 Energy + Carbon Reduction</td>
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<td>8 Net Positive Energy</td>
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<tr>
<td>HEALTH + HAPPINESS</td>
<td>9 Healthy Interior Environment</td>
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<td>10 Healthy Interior Performance</td>
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<td>11 Access to Nature</td>
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<td>MATERIALS</td>
<td>12 Responsible Materials</td>
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<td>13 Red List</td>
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<td>14 Responsible Sourcing</td>
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<td>15 Living Economy Sourcing</td>
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<td>16 Net Positive Waste</td>
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<td>EQUITY</td>
<td>17 Universal Access</td>
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<td>18 Inclusion</td>
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<tr>
<td>BEAUTY</td>
<td>19 Beauty + Biophilia</td>
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<td>20 Education + Inspiration</td>
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</tbody>
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**2021-2022 Comprehensive Plan**

**What physical environment will support WSU?**

[Diagram of Living Building Challenge]
• WSU can confront these challenges by exploring together *The Future of Learning*

• Intended to mesh with the Comprehensive Plan process

• Lead WSU to a preferred future that is equitable, carbon positive and regenerative
• Collectively determine possible futures

• Explore the various forces affecting learning delivery

• Psychology of learning, student needs and desires

• Connections to spatial and social experiences
• Consider mega trends at various scales

• Inform decisions related to academic programming, physical and virtual facilities, and business and operational models

• How to meaningfully engage an oftentimes skeptical campus around uncertain future-oriented work?
• Give ourselves permission to be future focused

• Develop aspirational but actionable plans

• Define attributes of campus and community that matter, that inspire, and create a unique sense of place
Proposed schedule

2021-2022 Comprehensive Plan

<table>
<thead>
<tr>
<th>Event</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Preparation/Data Gathering</td>
<td>Feb</td>
<td>Aug</td>
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<tr>
<td>Advertise RFP</td>
<td>Mar</td>
<td>Jun</td>
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<td>Select Consultant Team</td>
<td>May</td>
<td>Jul</td>
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<td>Planning Kickoff</td>
<td>Jun</td>
<td>Sep</td>
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<td>Campus Engagement</td>
<td>Jul</td>
<td>Oct</td>
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<td>Present to Campus</td>
<td>Aug</td>
<td>Nov</td>
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<tr>
<td>Present to System Office</td>
<td>Sep</td>
<td>Dec</td>
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<tr>
<td>Implementation</td>
<td>Oct</td>
<td>Jan</td>
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