Request for Qualification (RFQ) for Architectural and/or Engineering Services for the Adaptive Reuse, Demolition, and New School Design of the Former Delaware County Memorial Hospital Site

Pre-Submittal Meeting (Virtual)	Monday November 24, 2025, 12 PM
Site Visit (Upon Request):	Monday November 24, 2025 - Monday December 8, 2025
Questions Due:	Wednesday December 10, 2025, 12 PM
Qualification Submittal Due:	Wednesday December 17, 2025, 12 PM
Point of Contact:	Maureen Williams, Supervisor of Procurement mawilliams@upperdarbysd.org,

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1) Background and Objectives

The Upper Darby School District (UDSD, The District) serves the residents of Upper Darby Township, Clifton Heights Borough, and Millbourne Borough. Upper Darby School District is one of the largest school districts in Pennsylvania, with approximately 13,000 students and over 960 professional staff and 840 support personnel. The district has 13 schools – 1 high school, 2 middle schools, 9 elementary schools, and a Kindergarten Center.

The purpose of this Request for Qualification (RFQ) is to engage professional design partners to assist the District in determining the most feasible and educationally effective use of the DCMH property.

The District is situated in an urban environment and is largely landlocked, with limited opportunities for expansion. To address current and projected enrollment growth, the District recently completed a Building Capacity Study (2023) and subsequently purchased the former Delaware County Memorial Hospital property (August, 2025). This site provides an opportunity to both alleviate capacity constraints across existing schools and create new educational spaces aligned with the District's long-term programmatic needs.

The District seeks proposals from qualified Architectural and/or Structural Engineering firms (collectively, "Consultant" or "Firm") to evaluate and plan the future of the former Delaware County Memorial Hospital Site. The District is exploring two primary pathways:

- Adaptive Reuse of existing structures, and/or
- Demolition (full or partial), followed by planning for a new STEAM-focused high school serving up to 1,000 students.

A Superintendent/CFO-commissioned steering committee (students, families, residents, and administrators) will collaborate with the selected Firm(s). The Architect will first assess adaptive reuse feasibility, simultaneously facilitate steering committee meetings to document recommendations from the committee and compare adaptive reuse versus ground-up school construction. The District reserves the right to award a single firm to handle both the

architectural and engineering scopes, or to award separate contracts to individual firms for each discipline.

The architectural firm shall facilitate meetings of the DCMH Steering Committee under the guidance and direction of the Superintendent and Chief Financial Officer. The architect will meet with District personnel in advance to establish meeting agendas, prepare materials, and ensure alignment with project objectives. During each session, the architect will lead discussions, document key findings, and provide follow-up actions as needed to support the development of final recommendations to the Administration and Board.

	Architectural Scope (Section A and C)	**Engineering Scope (Section B)**
Phase I	**Facilitate Steering Committee meetings** **Assess and document** the feasibility of adaptive reuse, including spatial, structural, and code considerations	**Prepare for potential demolition** (start immediately after contract approval) - Remove all FFE (UDSD) - Address environmental & hazardous material issues - Review existing drawings and site utilities - Outline and file permitting requirements & procedures
Phase II	**Develop design documents** for either: a) Adaptive reuse, or b) New facility construction	**Execute full or partial demolition** based on the decision from Phase I of the architectural scope

The selected architectural firm will be responsible for providing design and planning services for both the adaptive reuse of existing facilities and any potential new construction projects. The timing and sequencing of these projects may vary based on District priorities, funding, and site conditions. The specific needs, scope, and extent of services for each project phase may differ accordingly. The District will retain full authority over the scope, scheduling, and execution of all work associated with both adaptive reuse and new construction efforts.

The Firm(s) will be expected to collaborate closely with District leadership, community representatives, and technical consultants to ensure the resulting plan reflects both educational priorities and community values.

While this RFQ is qualifications-based, the District recognizes the importance of understanding the potential range of costs associated with the services described herein. Firms are encouraged to include a non-binding indicative fee range or summary of typical fee structures for similar projects of comparable scale and complexity.

This information will be used solely for budgeting and planning purposes and will not be scored or considered in the qualifications evaluation process. Detailed fee proposals will be requested only from the firm(s) selected for negotiation following the qualifications review.

Available Documents: Owner-furnished documents (see Section 4), including 2015 Facilities Assessment, 2018 Appraisal, Phase I/II ESAs, Life Safety plans, Survey, Parcel Map, CapEx, Feb 2023 Building Capacity Analysis, and other available engineering docs.

The Site includes: Hospital, Parking Garage, Medical Office Building, Loading Dock, and Ground-Level Parking. The District prefers to retain the loading dock area for storage if feasible and to maintain as much impervious area as possible to streamline approvals for future projects.

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2) Scope of Services

The following steps reflect standard professional practice adapted to this project. Firms may suggest refinements but must price the scope as listed. Deliverables and milestones are in Section 3.

A.0 Owner Coordination and Project Requirements Documentation

Prior to commencement of feasibility or design activities, the selected Firm shall meet with the District leadership to document Owner priorities and constraints, including:

- Maintenance of existing impervious surface area to preserve stormwater permitting status.
- Retention of existing EDU (Equivalent Dwelling Unit) sewer allocation. The consultant will confirm the current EDU allocation with the governing utility agency and prepare all required documentation to maintain the District's rights to the existing sewer capacity.
- Preservation of key infrastructure, such as the loading dock and associated service utilities.
- Site access, logistics, and storage considerations for potential interim uses.
- Operational goals and preliminary program requirements for future educational use.

The Firm shall memorialize these parameters in a Project Requirements Summary for District review and approval prior to advancing to schematic planning or conceptual design.

Part A — Adaptive Reuse Architectural Services

Objective: Determine feasibility and provide concepts for repurposing existing structures for District educational use.

A.1 Project Initiation & Discovery
Kickoff/Workplan: Confirm scope, communications, schedule, information needs, and deliverables.
Document Review: Owner-furnished documents (see Section 4), including 2015 Facilities Assessment, 2018 Appraisal, Phase I/II ESAs, Life Safety plans, Survey, Parcel Map, CapEx,

Feb 2023 Building Capacity Analysis, and other available engineering docs.
Coordination Map: Identify gaps in existing conditions data; recommend targeted verifications (e.g., selective probes, MEP narrative assessments). (Field destructive testing only if authorized by District.)

A.2 Existing Conditions Assessment and Code/Regulatory Evaluation
Walkthroughs & Field Notes (architectural; high-level MEP/FP narrative; accessibility and egress checks; roof/waterproofing observed conditions).
Zoning & Code Study: Use-group, occupancy load, height/area, fire separation, egress, ADA/IBC/IFC impacts; implications of change-of-use from hospital to school.
Historic/Environmental Constraints: Note any overlays or approvals (if applicable).

A.3 Program & Test Fits (1,000-Student STEAM High School Program as Default)
Program Confirmation: Translate District's educational program into area metrics (net/gross, departmental adjacencies, specialty STEAM spaces, gym/auditorium/cafeteria, admin, student support, security, loading/storage, parking/traffic).
Block/Stack & Test Fits: Feasibility layouts within existing structure(s); evaluate floor-to-floor heights, column spacing, MEP risers, structural grids, daylighting, and circulation.

A.4 Systems & Costs—Feasibility Level
Building Systems Narrative: Architectural envelope upgrades, code compliance approach, life-safety, accessibility, security, high-level MEP/FP modernization strategies (basis-of-design level).
Order-of-Magnitude Costs (ROM): Renovation costs with contingencies; identify key cost drivers and phasing implications (swing space, occupied vs. unoccupied construction).

A.5 Conceptual Design & Visualization
Minimum Deliverables:

- 3D Color Renderings for adaptive reuse concepts
- Site Layout(s) showing access, parking, bus circulation, loading/service, and retained elements (e.g., loading dock)
- Floor Plans (concept-level) illustrating program organization and key adjacencies
  Design Statement: Narrative describing rationale, constraints, and opportunities.

A.6 Committee Facilitation & Engagement
Workshop Preparation: Presentation materials (options, pros/cons, costs, schedule).
Facilitation: Streeting committee workshops, record minutes, collect feedback.
Refinements: Incorporate committee input into final adaptive reuse concept package.

A.7 Feasibility Report
Consolidate findings (conditions, code, program test fits, renderings, costs, schedule, risks), with a clear Go/No-Go recommendation on adaptive reuse versus new build.

A.8 Full Architectural/Engineering Design/Documentation/Procurement (Optional Service)
If the District elects to proceed with adaptive reuse construction, the selected Architect shall provide bidding and procurement phase services, including:

- Preparing and issuing bid-level drawings, specifications, and Division 01 sections.
- Participating in pre-bid meetings and responding to bidder inquiries.
- Issuing clarifications and addenda as needed.
- Reviewing bids received for responsiveness and conformance with design intent.
- Preparing a recommendation of award memorandum for District review.

A.9 Construction Phase Architectural Services (Optional Service)
If the District proceeds with construction of the adaptive reuse project, the selected Architect shall serve as the Architect of Record and provide Construction Phase Services consistent with AIA B101 Article 3.6 or the District's standard terms. Services shall include, but not be limited to:

- Provide full construction documents.
- Project Administration and coordination with the District, Construction Manager, and contractors. The District will retain its own Construction Management firm.
- Review of submittals, RFIs, and shop drawings for conformance with design intent.
- Attendance at construction meetings (biweekly or as required).
- Field Observations and Reporting, including periodic site visits and observation reports.
- Review of Change Orders and payment applications.
- Substantial Completion and Closeout documentation, including punch lists, certificates, and record drawings.
- Construction Management: The District will retain its own Construction Manager (CM) to oversee project execution. The selected Firm shall coordinate with the District's CM on matters of schedule, scope, and field activities to ensure alignment between design intent, demolition planning, and construction oversight.

Part B — Demolition & Structural Engineering Services

Objective: Provide structural/demolition planning, including project management and full closeout responsibilities, covering partial or full demolition pathways, and define owner prep requirements (environmental clearance, FFE removal) for a stable site condition. The District will perform environmental cleanout/abatement; the Firm shall state required regulatory standards and clearance criteria.

B.1 Existing Structural Review & Demo Strategy
Structural Assessment: Review existing documents and field observations to understand framing systems, load paths, lateral system, and critical connections.
Selective vs. Full Demo Options: Evaluate retaining loading dock and other feasible elements (e.g., portions of parking) while considering site logistics and safety.

B.2 Environmental & Owner-Prep Requirements
Regulatory Framework: Cite applicable abatement/cleanup standards (e.g., asbestos, lead-based paint, refrigerants, medical gases, biohazards) and documentation expected from Owner's environmental contractor (clearance reports, manifests).
FFE/Equipment Clearance: Define owner responsibilities for fixtures, furniture, equipment, and waste streams prior to demo bid.

B.3 Utilities & Site Logistics
Utility Inventory & Disconnection Plan: Coordinate with Owner to confirm cut/cap at curb vs. to mains; identify utilities to remain in service for future use.
Temporary Protections: Fencing, safety, traffic; note site lighting/security as recommendation items.
Permits & Notifications: Identify required permits/approvals and durations; recommend sequence.

B.4 Erosion and Sedimentation Controls (ESC)
ESC Evaluation and Coordination: The Firm shall assess the applicability of Erosion and Sedimentation Control (ESC) requirements for the project and coordinate with the District and relevant agencies to ensure compliance. The scope shall include identifying all regulatory and jurisdictional approvals required for demolition and site stabilization, including but not limited to the Delaware County Conservation District (DCCD), National Pollutant Discharge Elimination System (NPDES), and the Pennsylvania Department of Environmental Protection (PADEP).

The Firm shall prepare or coordinate required documentation, plans, and submissions to obtain necessary permits or clearances and ensure ESC measures are incorporated into the site restoration and closeout plan.

B.5 Demolition Technical Planning
Blasting or Implosion Evaluation: The Firm shall analyze and advise the District on whether blasting or implosion methods would be technically feasible, safe, and permissible based on site conditions, proximity to occupied structures, and local regulations. The Firm shall clearly state whether such methods should be permitted or prohibited, providing supporting rationale and applicable permitting requirements if considered viable.

Shoring/Bracing Concepts, sequencing, fall protection zones, debris routes, dust/noise controls (performance criteria; means/methods are contractor's responsibility).
Salvage/Recycle Goals: If applicable, note opportunities.
Site Restoration Target: Rough-grade, stabilized site (e.g., DGA or approved aggregate) with security fencing; confirm impervious coverage strategy via retained parking areas.

B.6 Costing & Schedule
ROM Costs: For full and selective demo scenarios (with phasing, disposal allowances, contingencies).
Schedule: Permit durations, sequence, lead times, and critical path.

B.7 Documentation and Procurement Support
Prepare Bid Package(s) for a) Demolition/Abatement and b) Site Restoration.
Bid Support: Pre-bid attendance, RFIs, addenda, bid review memo.
Deliverables: Division 01 and technical specs aligned with District's Div 00.

B.8 Project Management and Closeout
The selected Firm shall provide comprehensive project management and closeout services for all demolition-related activities. Responsibilities include:

- Serve as primary point of contact among the District, environmental consultants, demolition contractors, and permitting authorities.
- Conduct bi-weekly coordination meetings (virtual or onsite) during active demolition.
- Track schedule milestones, submittals, permit status, and budget exposure.
- Maintain a Demolition Project Log documenting communications, RFIs, site observations, and approvals.
- Submit monthly progress reports summarizing safety, schedule, and financial status.
- Review contractor invoices for accuracy and recommend payment authorization to the District.
- Ensure completion of punch-list items, final site stabilization, and all regulatory closeout documentation (waste manifests, clearance reports, utility disconnect confirmations).
- Submit a Final Closeout Package including as-built drawings, demolition summary report, final permit sign-offs, and photographic record of site conditions.
- Conduct a final walkthrough with District representatives and obtain written acceptance.
- Provide digital files, survey updates, and documentation necessary for subsequent design or construction activities on the site.

B.9 Optional and Coordinated Services
Environmental Coordination: If the District's environmental consultant recommends further evaluation of any portion of the site, the selected Firm shall coordinate with the environmental consultant and the District to incorporate such follow-up evaluations into the project plan or future RFP or RFQ scope, as appropriate. The Firm's role is coordination only; the District's environmental consultant will remain responsible for sampling, testing, and remediation design.

Construction Management: The District will retain its own Construction Manager (CM) to oversee project execution. The selected Firm shall coordinate with the District's CM on matters of schedule, scope, and field activities to ensure alignment between design intent, demolition planning, and construction oversight.

Part C — New School Concept Design (Ground-Up)

Objective: Provide concept design for a 1,000-student STEAM high school on the Site (default program), subject to refinement by the steering committee.

C.1 Site Planning & Due Diligence
Program-to-Site Fit: Building placement, circulation (buses/cars/ped/bikes), play/athletics,

service/loading (prefer reuse of existing loading dock area for storage, if viable), stormwater approach mindful of impervious area strategy.
Zoning/Entitlements Study: Height, setbacks, parking, traffic considerations.

C.2 Conceptual Architecture
Massing & Organization: Academic neighborhoods, STEAM labs/shops, library/media, arts, athletics, dining, admin, student support.
Floor Plans (Concept) & Area Metrics: Target net/gross area and departmental adjacencies.

C.3 Systems & Resilience (Narrative)
Envelope and structural concepts; high-level MEP/FP strategies; safety & security planning; energy efficiency and maintainability considerations appropriate for K-12.

C.4 Visualizations & Costs
3D Color Renderings and Site Layout(s); concept floor plans.
ROM Cost & Schedule: Identify major cost drivers and phasing.

C.5 Committee Workshop
Present side-by-side adaptive reuse vs. new build comparison; document feedback.

C.6 Full Architectural/Engineering Design/Documentation/Procurement (Optional Service)
If the District advances the new school concept into design or bidding, the selected Architect shall provide procurement phase assistance, including:

- Preparing and issuing bid-level drawings, specifications, and Division 01 sections.
- Participating in pre-bid meetings and responding to bidder inquiries.
- Issuing clarifications and addenda as needed.
- Reviewing bids received for responsiveness and conformance with design intent.
- Preparing a recommendation of award memorandum for District review.

C.7 Construction Phase Architectural Services (Optional Service)
If the District proceeds with construction of the new school, the selected Architect shall serve as the Architect of Record and provide full Construction Administration (CA) services, including:

- Provide full construction documents.
- Project Administration and coordination with the District, Construction Manager, and contractors. The District will retain its own Construction Management firm.
- Review of submittals, RFIs, and shop drawings for conformance with design intent.
- Attendance at construction meetings (biweekly or as required).
- Field Observations and Reporting, including periodic site visits and observation reports.
- Review of Change Orders and payment applications.
- Substantial Completion and Closeout documentation, including punch lists, certificates, and record drawings.
- Construction Management: The District will retain its own Construction Manager (CM) to oversee project execution. The selected Firm shall coordinate with the District's CM

on matters of schedule, scope, and field activities to ensure alignment between design intent, demolition planning, and construction oversight.

3) Milestone Dates

- Pre-Submittal Meeting (Virtual): November 24, 2025, 12 PM
- Site Visits (Upon Request): November 24, 2025 – December 8, 2025
- Questions Due: December 10, 2025, 12 PM
- Qualification Submittals Due: December 17, 2025, 12 PM
- Board Approval: January 13, 2026, 7:30 PM
- Notice of Intent to Award: January 14, 2026

- Kickoff & Workplan: January 14, 2026

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4) Owner-Furnished Information (Available Upon Request)

- Delaware County Memorial Hospital (DCMH) Facilities Assessment (2015)
- DCMH Appraisal Report (2018)
- DCMH Capital Expenditures Additions Summary
- DCMH Life Safety Plans (engineering drawings)
- DCMH Parcel Map
- DCMH Environmental Phase I & Phase II Reports (completed)
- Upper Darby School District Building Capacity Analysis (February 2023)
- DCMH Survey and square footage data
- DCMH Additional engineering documents

The documents are available upon request. Make a request to mawilliams@upperdarbysd.org.

The District provides these documents for reference only and makes no representation regarding their accuracy or completeness.

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5) Minimum Qualifications

- Pennsylvania-licensed Architect and/or Structural Engineer; teams must demonstrate all required disciplines.
- K–12 design experience, including adaptive reuse of institutional or health-care facilities.
- Minimum six (6) comparable projects within the last five (5) years.
- Demonstrated capacity to produce 3D renderings, concept floor plans, site layouts, feasibility/cost narratives, and to facilitate community workshops.
- Ability to coordinate demolition planning and develop Div 01/technical specifications for bidding.

6) Standard Terms and Conditions

The Terms and Conditions that will govern a contract with a successful Firm are found in the AIA B132-2019 Standard Form of Agreement Between Owner and Architect, Construction Manager as Adviser Edition, as modified by the District, to be provided in a future addendum.

7) Attachments and Submittal Requirements

Submission Format (email):
Subject Line: "RFQ – Former DCMH Site: [Firm Name] – [A/B/C]"
Single PDF (or two PDFs separating technical and fee).

Required Contents:

1. Cover Letter & Team Summary (prime and subconsultants; roles, licenses, etc.)

2. Approach & Workplan (Address Parts A, B, and C separately)
    1. Project understanding: Summarize your understanding of the DCMH project, key challenges, constraints, and opportunities unique to this site and community. Discuss how your team's expertise aligns with this project.

    2. Steering Committee & Stakeholder Engagement: Describe your approach to facilitating the Steering Committee process under the guidance of the Superintendent and CFO. Explain how you will integrate stakeholder input—students, families, community members, and District staff—into the feasibility and design phases while maintaining technical and budget discipline.

    3. Comparative Methodology (Adaptive Reuse vs. New Construction): Outline your methodology for comparing adaptive reuse and new construction, including evaluation criteria such as program fit, cost, constructability, regulatory compliance, sustainability, life-cycle performance, and long-term operational impact.

    4. Deliverables and Schedule Management: Provide a high-level outline of key milestones, deliverables, and decision points for a project of similar scope and complexity. The District has not established a fixed timeline; therefore, firms shall propose a logical and achievable schedule assuming a Notice of Award on January 14, 2026 and continuing through completion of all required phases. The District is not seeking a granular or detailed task-level schedule, but rather a milestone-based timeline that reflects major phases, review periods, and decision points. Describe your internal quality control process and how you will ensure

timely, accurate, and actionable deliverables to support District and Board decision-making.

3. Relevant Experience (≤6 projects; include at least 2 adaptive reuse and 2 K-12/STEAM projects; images encouraged)

   Portfolios must emphasize:

- Adaptive reuse of institutional or health-care facilities
- K–12 design experience
- Structural and demolition planning for occupied or urban sites
- Community or stakeholder engagement processes
- Integration of environmental, storm-water, and utility constraints into design
- Each example shall include project name, owner, size, construction cost, firm role, completion year, and a reference contact. Firms shall also include sample deliverables such as conceptual renderings, feasibility reports, or schematic floor plans.

4. Key Personnel
   1. Provide an organizational chart for this project. Must include the primary project manager and main point of contact
   2. Include resumes, summarizing each person's relevant experiences
   3. Include each person's office location

5. Indicative Fee Information:
   Firms shall provide non-binding indicative fee information for the following service categories:
   A) Adaptive Reuse Architectural Services
   B) Demolition / Structural Engineering Services
   C) New School Concept Design Services

   Include hourly rates, reimbursables, and key assumptions used in developing the indicative fee ranges. This information is for budgeting and planning purposes only and will not be scored or considered in the qualifications evaluation. Detailed fee proposals will be requested from the most qualified firm(s) following the qualifications review.

6. References (3–5 owners; contact info)

Additional Instructions:

1. The District shall have no responsibility for the premature opening of any RFQ response improperly identified or improperly submitted.
2. Firms shall ascertain prior to submitting an RFQ response that all Addenda issued have been received.
3. Firms may not contact Board members or any District administrators or staff, with the exception of written questions sent to Mrs. Maureen Williams, prior to the submission of their RFQ response. Inquiries should be sent to mawilliams@upperdarbysd.org.

8) Award & General Conditions

The District reserves the right:

- To be the sole judge of the suitability of the proposed services for its intended use, and further to specifically reserve the right to make any award in the best interest of the District, in the District's sole discretion.
- To reject all Proposals and re-issue the RFQ at any time prior to execution of a final Contract; to require, in any RFQ for similar products and/or services that may be issued subsequent to this RFQ, terms and conditions that are substantially different from the terms and conditions set forth in this RFQ; or to cancel this RFQ with or without issuing another RFQ.
- To reject any Proposal if, in the District's sole discretion, the Proposal is incomplete, the Proposal is not responsive to the requirements of this RFQ, the Firm does not meet the qualification requirements set forth herein, or it is otherwise in the best interest of the District to reject the Proposal.
- To supplement, amend, substitute, or otherwise modify this RFQ at any time prior to the execution of the Contract.
- To accept or reject any or all of the items in any Proposal and award a contract for the whole or only a part of any Proposal if the District determines, in its sole discretion, that it is in the District's best interest to do so.
- To reject the Proposal of any Firm that, in the District's sole judgment, has been delinquent or unfaithful in the performance of any contract with the District, is financially or technically incapable, or is otherwise not responsible.
- To waive any informality, technicality, defect, non-responsiveness, and/or deviation from this RFQ that the District, in its sole discretion, determines is not material.
- To permit or reject, at the District's sole discretion, amendments (including information inadvertently omitted), modifications, alterations, and/or corrections to Proposals by one or more of the Firms following Proposal submission.
- To negotiate simultaneously with multiple Firms.
- To request that one or more of the Firms modify their Proposals including, but not limited to, to modify the pricing or to provide additional information.
- To request additional or clarifying information from any Firm at any time, including information inadvertently omitted by a Firm.
- To require that a Firm appear for interviews and/or presentations of their Proposal at the District's offices.
- To inspect Projects similar in type and scope to the work sought in this RFQ.
- To conduct such investigations as the District considers appropriate with respect to the qualifications of any Firm and with respect to the information contained in any Proposal.
- To award contracts to multiple Firms.