Florida Agricultural and Mechanical University
Tallahassee, Florida

Request For Qualifications: Public Private Partnership Opportunity
No. 0008-2016

A plan for the future of Florida Agricultural and Mechanical University
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1 Introduction

1.1 Public Private Partnership Guidelines for the State University System of Florida

1. Overview

A Public Private Partnership is an agreement(s) between a university board of trustees and a private party whereby the private party will, at least, be responsible for the construction and capital financing of a university facility. Section 1013.171(1) of the Florida Statutes authorizes each university board of trustees within the State University System of Florida to negotiate and enter into agreements to lease real property under its jurisdiction to non-profit and for-profit corporations registered by the Secretary of State to do business in this state, for the purposes of erecting thereon facilities and accommodations necessary and desirable to serve the needs and purposes of the university, as determined by the system-wide strategic plan adopted by the Board of Governors.

For additional background information on the Public Private Partnership Guidelines for the State University System of Florida, please read the document posted at the following link:


2. Procurement Process

In order to ensure an open, competitive and transparent procurement process, “Section IV. – Procurement Procedures” of the aforementioned document outlines the process for the formal Invitation to Negotiate (“ITN”) process.

This document is a Request for Qualifications (“RFQ”), which precedes the ITN process. The purpose of this RFQ is to assist Florida Agricultural and Mechanical University (“FAMU” or “University”) in refining its ITN approach.

This RFQ provides information on the entire Campus Master Plan and outlines each of the four public private partnership opportunities. Following this RFQ process, FAMU intends to commence a formal ITN process for each of the four phases of the Campus Master Plan.

1.2 General Introduction

The University wishes to engage an experienced firm to provide Construction Management Services for Phase 1 of FAMU’s Campus Master Plan. FAMU is seeking a full service development team (“Developer”) to enter into a public private partnership with the University to design, finance, and construct Phases 2-4 of the Campus Master Plan.

Additionally, FAMU requests, as voluntary options, the Developer(s) explore the operation and maintenance of the existing campus housing and/or the existing parking.

This document is a RFQ. The submission of a Statement of Qualifications (“SOQ”) is a prerequisite for participation in the formal ITN process. FAMU reserves the right to request additional information from some or all Respondents. This RFQ or FAMU’s acceptance of an SOQ does not create a binding obligation on the part of FAMU with any Respondent.
1.3 University Background

FAMU is a public, historically black university in Tallahassee, Florida. The University was founded on October 3, 1887. It is one of the largest single-campus Historically Black Colleges or Universities (“HBCUs”) in the nation. FAMU blends a strong research focus with a commitment to economic empowerment and community service. Today, FAMU continues its mission to be a best-in-class, land-grant institution with a global reach that focuses on science, technology, research, engineering, agriculture, and mathematics.

FAMU contributes to a strong workforce by providing a high-quality, affordable education to students from diverse backgrounds. The University enrolls nearly 10,000 students from the United States and more than 70 countries such as India, Egypt, Trinidad, Netherlands, China, Bahamas, Jamaica, and Brazil.

What distinguishes FAMU from other universities is its legacy of providing access to a high-quality, affordable education to many students who otherwise may never have the opportunity to fulfill their dreams of earning a college degree. The CollegeNet and PayScale Social Mobility Index (“SMI”) have recognized FAMU for its commitment to providing pathways for social and economic mobility. SMI ranks FAMU third among all colleges and universities in the nation for fostering social and economic opportunity. FAMU is also one of the top institutions for providing a high-quality education at an affordable price in Florida, according to The College Database (2013). U.S. News & World Report lists FAMU as the nation’s second top public HBCU for 2015.

Students seeking a challenging academic foundation will find a variety of programs to meet their career objectives at FAMU. The University offers 58 bachelor's degree programs, 29 master's degree programs, 1 professional degree program, and 12 doctoral programs in a wide range of academic areas. The most popular undergraduate programs are business administration, biology, criminal justice, and allied health. Other majors are available in every field, from animal science to engineering and nursing. Additionally, the school offers several distinctive degree programs. These include such majors as jazz studies, cardiopulmonary sciences, journalism and health informatics and management.

1.4 Overview of the Master Plan

FAMU's main campus is just south of the State Capitol and the campus of Florida State University. The campus consists of 132 buildings spread across 422 acres. Part of the campus is listed on the U.S. National Register of Historic Places as the Florida Agricultural and Mechanical College Historic District. FAMU was founded in 1887, making it one of the three oldest public institutions of higher education in the State of Florida. As a result, many of the structures which support the core purpose of the University are functionally obsolescent.

With these factors in mind, one of the University's long-term strategic initiatives is to develop communities that promote a 21st century living and learning environment. Creating such communities requires modern facilities that provide not only the academic programs needed to spur retention and graduation, but also amenities that Millennials and their parents demand as part of their educational experience.

To accomplish this FAMU will need to efficiently balance the selective demolition, renovation, historic preservation and repair of existing spaces with the addition of new facilities necessary to accommodate the growing and innovating needs of the University.

FAMU envisions a transformational development to serve as a catalyst project along the Monroe-Adams Corridor and the “main street” of campus to resolve critical housing issues, aesthetic concerns, and simultaneously create a viable marketplace that could promote the long term sustainability of the University. FAMU envisions this phased development project will be anchored by approximately 1,400 new housing beds and may include the following:

- Phase 1: Demolition of Diamond Hall and McGuinn Hall to make way for the development of a modern approximately 73,935 gross square footage (“GSF”) Center for Access and Student Services (CASS) complex.
- Phase 2: Demolition of Cropper Hall, Wheatley Hall, and Jackson-Davis Building to make way for the development of up to 1,400-beds of on-campus student housing, dining facilities, student health facilities, parking garage, and administrative and retail space.

- Phase 3: Acquisition of land along the “main street” corridor and the construction of nearly 50,000 GSF of mixed use space.

- Phase 4: Construction of Athletic Facility, including up to a 35,000 seat football stadium, a Student Health Services Center, up to 300 additional parking spaces, a hotel, and a retail complex.

The following diagram provides the FAMU 2010-2020 Master Plan; however, it does not reflect the most recent revisions to the master plan, including the plans for Phase 1 - CASS and Phase 2 – Student Housing:

The subsequent sections provide in-depth information for each of the four phases.
1.5 Goals and Objectives

Through this RFQ, the University seeks to identify qualified Developer(s) to provide expanded and enhanced facilities, including a student center, housing options, mixed-use space, and an athletic complex, for its student body. This long-term plan for the enhancement of FAMU’s facilities is an integral component of the University’s strategic objective to attract and retain the best students and faculty. The University will pursue its development objectives through a public private procurement in order to achieve the following objectives with respect to the Project:

1) **Qualified Developer**: The University wishes to engage an experienced firm to provide Construction Management Services for Phase 1 of FAMU’s Campus Master Plan. The University wishes to engage an experienced Developer(s) to design, develop, finance, and construct Phases 2-4 of FAMU’s Campus Master Plan.

2) **Quality**: Developing high-quality buildings is an important consideration for FAMU given that the durability and energy efficiency of the premises will have an impact on the on-going cost of operations and maintenance.

3) **Single Point of Responsibility**: The Project Documents for design and construction will require a single point of responsibility between the University and the Developer. Not only will this structure provide risk insulation for the University, but it will ensure ease of contract administration.

4) **Cost**: FAMU expects that this process will deliver completed project life-cycle costs that will be lower than would be possible under a typical design-bid-build process.

5) **Schedule**: FAMU seeks to receive each of the four phases of the project in an overall schedule equal to or less than would normally be required for a design-bid-build. These phases may be developed simultaneously or sequentially.

6) **Innovation**: The University expects for the Developer(s) to introduce the private sector cutting-edge innovation in the design and construction elements of the Project, including efficient energy utilization.

1.6 Confidentiality

Respondents should assume that proposals may be publicly reviewed and not maintained as confidential. If the Respondent believes that any information in the proposal should be kept confidential for any reason, Respondent should specifically indicate. FAMU will make efforts to maintain requested confidentiality as appropriate, but assumes no liability for disclosure of information identified by the Respondent as confidential.

Respondents are encouraged to maintain confidentiality regarding their responses to ensure a fair competitive process.
2  Phase 1 – Center for Access and Student Services (CASS)

2.1  CASS Vision

The mission of the Division of Student Affairs is to support the development of each student’s intellectual, physical, spiritual, leadership and emotional well-being. In order to support this growth of the student body, the Division of Student Affairs requires a new facility. Currently, students must seek out various services in different buildings spread across campus, specifically in the Foote Hilyer Administration Building, Lucy Moten Building and mobile units throughout campus. The University believes a new facility which consolidates all of the services with the capability to host all enrollment management and academic enhancement activities for FAMU students is paramount in continuing to place FAMU as a highly competitive institution.

The CASS will be designed as a three to four story facility multipurpose building intended to house the following student services:

- Recruitment
- Admissions
- Financial Aid
- Registrar
- Student Accounts
- Center for Disability Access and Resources
- Undergraduate Student Success Center
- Ancillary space, including computer labs, study space, student meeting space, and police sub-station

2.2  Proposed CASS Development

1.  Overview

The CASS project is expected to include the demolition of two vacant dormitories (Diamond Hall and McGuinn Hall) and the redevelopment of an approximately 73,935 GSF building by May 2018.

FAMU is seeking a private sector partner to provide construction management services during the development period for the CASS project. The CASS project does not require private financing. However, if a Developer would like to consider the inclusion of a retail component, the Developer must privately finance the addition of the retail component.
2. Site Location

The 1.56 acre site is located along on Martin Luther King Jr. Boulevard. The following map provides the location of the CASS development site:

3. Existing Conditions

Diamond Hall and McGuinn Hall are the two dormitories earmarked for demolition. They are located adjacent to one another and share a lobby, forming a 52,311 GSF, 3-story building:

- Diamond Hall was constructed in 1947, and has fifty-four (54) rooms with a total of one-hundred and ten (110) bed spaces.
- McGuinn Hall was constructed in 1938. McGuinn Hall is a three and one half story facility with one-hundred and ten (110) rooms which accommodates a total of two hundred and sixteen (216) bed spaces.
- Both are equipped with a laundry facility, electronic access, wireless internet capability, and a general study area downstairs. Both also offer community bathrooms, equipped with several shower stalls, toilets and sinks.

The following floor plan provides a typical layout for the two halls:
4. Proposed Program Plans

The information contained in this section of the document summarizes the specific spatial and site requirements for the construction of the proposed CASS:

<table>
<thead>
<tr>
<th>Department</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division of Finance &amp; Administration</td>
<td>8,555</td>
</tr>
<tr>
<td>Division of Academic Affairs</td>
<td>16,690</td>
</tr>
<tr>
<td>Division of Student Affairs</td>
<td>4,410</td>
</tr>
<tr>
<td>Department of Enrollment Management</td>
<td>9,375</td>
</tr>
<tr>
<td>Department of Student Development</td>
<td>9,220</td>
</tr>
<tr>
<td>Department of Student Life</td>
<td>1,040</td>
</tr>
<tr>
<td><strong>Total Net Area Required</strong></td>
<td>49,290</td>
</tr>
<tr>
<td>Net to Gross Ratio</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total Gross Area Required</strong></td>
<td>73,935</td>
</tr>
</tbody>
</table>

2.3 CASS Development Timeline

FAMU proposes the following project timeline for the development of the CASS component:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request For Qualifications Process</td>
<td>October – December 2015</td>
</tr>
<tr>
<td>Invitation To Negotiate Process</td>
<td>December 2015 – February 2016</td>
</tr>
<tr>
<td>Selection of Preferred Developer</td>
<td>February 2016</td>
</tr>
<tr>
<td>Closing (ground lease negotiations, developer’s due diligence)</td>
<td>February - April 2016</td>
</tr>
<tr>
<td>FAMU Board Approval</td>
<td>April 2016</td>
</tr>
<tr>
<td>Development Design</td>
<td>April – December 2016</td>
</tr>
<tr>
<td>Demolition, Construction &amp; Fit-Out/Furnishing</td>
<td>January 2017 – May 2018</td>
</tr>
<tr>
<td>Grand Opening</td>
<td>May 2018</td>
</tr>
</tbody>
</table>
3  Phase 2 - Student Housing

3.1  Student Housing Vision

FAMU seeks to provide students with an opportunity to experience community living and social relationships that will enhance their productivity in the world beyond the campus. Through on-campus living, the University strives to provide an atmosphere where students may learn and effectively pursue their academic and personal goals.

Pursuant to this RFQ and the subsequent ITN, the FAMU is seeking an alternative method of financing new facilities, specifically housing, thereby de-levering its balance sheet while providing a high quality and affordable campus experience. FAMU has several principal objectives in pursuing this transaction:

- Ensuring affordable, safe, quality housing options for students choosing to live on campus;
- Providing a market-based alternative for the construction and operation of additional on-campus housing for FAMU students without incurring additional FAMU capital lease obligations;
- Leveraging private sector innovation and efficiencies in the design, construction, operation, and maintenance of on-campus student housing; and
- Developing a long-term relationship between the institutions and the Developer to attract students to live on-campus and to enhance the college experience for these students.

- In an effort to support the on-campus residential experience for students, FAMU seeks to provide healthy dining options.

3.2  Student Housing – Existing Conditions

The University currently has 2,855 beds, of which they consider 1,398 beds to be “marketable”, meaning they are comparable in size, quality, location and having amenities needed to compete with other housing in primary and secondary market areas. Indeed, a total of eight residence halls were built more than fifty years ago representing 80% of bed capacity in the core area of campus and more than 50% of total bed capacity. In 2014, FAMU completed the 800-bed FAMU Village. Since the completion of FAMU Village the University has closed four dormitories, McGuinn Hall, Diamond Hall, Cropper Hall, and Wheatley Hall.
The following map provides the location of each of the nine existing dormitories, the enumeration of which corresponds to the tables on the following pages:
The following tables provide information for each FAMU dormitory:

<table>
<thead>
<tr>
<th>Map #</th>
<th>Name of Dormitory</th>
<th>Image</th>
<th>Year Built</th>
<th>Beds</th>
<th>Unit Types</th>
<th>Fall Semester 2015</th>
<th>Amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FAMU Village</td>
<td></td>
<td>2014</td>
<td>800</td>
<td>Double / 1 ensuite</td>
<td>$3,596 per student</td>
<td>Security: 24/7 front desk staff, CCTV, and electronic key access</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>bathroom</td>
<td></td>
<td>Fully Furnished</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Computer Labs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community/Study rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Two smart multipurpose rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Game Day Lounge room</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wired and WiFi in all rooms</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Laundry rooms</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Utilities included in rent (electricity, cable, A/C &amp; heating, internet)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Elevators and ADA accessible</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bike racks</td>
</tr>
<tr>
<td>2</td>
<td>Paddyfote Complex</td>
<td></td>
<td>1967</td>
<td>484</td>
<td>Double</td>
<td>$2,839 per student</td>
<td>Security: 24/7 front desk staff, CCTV, and electronic key access</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>Fully Furnished</td>
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<td>Laundry rooms</td>
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<td>Utilities included in rent (electricity, cable, A/C &amp; heating, internet)</td>
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<td>Elevators and ADA accessible</td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bike racks</td>
</tr>
<tr>
<td>3</td>
<td>Gibbs Hall</td>
<td></td>
<td>1955</td>
<td>305</td>
<td>Double</td>
<td>$2,631 per student</td>
<td>Security: 24/7 front desk staff, CCTV, and electronic key access</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fully Furnished</td>
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<td></td>
<td></td>
<td>Laundry rooms</td>
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<td></td>
<td>Utilities included in rent (electricity, cable, A/C &amp; heating, internet)</td>
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<td>Elevators and ADA accessible</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bike racks</td>
</tr>
<tr>
<td></td>
<td>**FAMU</td>
<td>Public Private Partnership Opportunity**</td>
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</tr>
</tbody>
</table>
| 4 | **Young Hall** | 1929 | 81 | Double | $3,275 per student | - Security: 24/7 front desk staff, CCTV, and electronic key access  
- Fully Furnished  
- Laundry rooms  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible  
- Bike racks |
| 5 | **Sampson Hall** | 1938 | 157 | Double | $3,275 per student | - Security: 24/7 front desk staff, CCTV, and electronic key access  
- Fully Furnished  
- Laundry rooms  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible  
- Bike racks |
| 6 | **Truth Hall** | 1958 | 111 | Double | $2,631 per student | - Security: 24/7 front desk staff and CCTV  
- Fully Furnished  
- Laundry rooms  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible |
| 7 | **Palmetto North** | 1975 | 197 | Double | $2,614 per student | - Security: 24/7 front desk staff and CCTV  
- Fully Furnished  
- Laundry rooms  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible |
| 8 | **Palmetto South** | 1993 | 360 | Double | $2,719 per student | - Security: 24/7 front desk staff, CCTV, and electronic key access  
- Fully Furnished  
- Laundry rooms and Kitchen  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible  
- Bike racks |
| 9 | **Palmetto Phase III** | 1996 | 360 | Double | $2,790 per student | - Security: 24/7 front desk staff, CCTV, and electronic key access  
- Fully Furnished  
- Laundry rooms and Kitchen  
- Utilities included in rent (electricity, cable, A/C & heating, internet)  
- Elevators and ADA accessible  
- Bike racks |
|   | **Total** |   |   |   | **2,855** |
3.3 Proposed Student Housing Development

1. Overview

FAMU proposes the demolition of two vacant dormitories (Cropper Hall and Wheatley Hall) and the Jackson-Davis Building by July 2019. However, it is FAMU’s intent to preserve, conserve and protect any historic elements of the existing buildings, objects, landscapes or other artifacts of historical significance on the subject site. The University requires up to 1,400 beds of apartment-style housing to meet on-campus student housing demand.

Of the up to 1,400 beds, FAMU seeks to reserve about 150 for specialized living learning communities and/or the Honors College program. This Honors College program will be for students from Science, Technology, Honors, Business, and Allied health professionals. The purpose of this program is to create a living learning environment for these students. This program is anticipated to have dedicated floors and or entrances. Some of the space features for this program are anticipated to include common areas, private dining, and a media/multipurpose room for hosting events. This program should also include residences for some of the faculty advisers.

In addition to student housing FAMU would like to have additional programmed space for student health, parking garage, and administrative and retail related spaces.

2. Site Location

Cropper Hall, Wheatley Hall, and Jackson-Davis Building are not only located on the main street of the campus, but they are in a historic district as well. Additionally they are located at the Eastern entrance to the campus near the Monroe-Adams Corridor of the City of Tallahassee. Revitalization of this corridor is part of the long-range community and economic revitalization strategy of the City of Tallahassee and Leon County. The following map provides the location of the subject sites, which sit on approximately 5.87 acres of land:
3. Program Plan

The following table summarizes the specific spatial and site requirements for the development of 1,400 beds of apartment-style student housing:

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GFA</td>
<td>%</td>
</tr>
<tr>
<td>Residential Units</td>
<td>910,000</td>
<td>75.7%</td>
</tr>
<tr>
<td>Residential Hallways</td>
<td>97,000</td>
<td>8.1%</td>
</tr>
<tr>
<td>and Utility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Space</td>
<td>72,000</td>
<td>6.0%</td>
</tr>
<tr>
<td>Management Space</td>
<td>1,061</td>
<td>0.1%</td>
</tr>
<tr>
<td>Total Residential</td>
<td>1,080,061</td>
<td>89.9%</td>
</tr>
<tr>
<td>Commercial Space</td>
<td>122,000</td>
<td>10.1%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1,202,061</td>
<td>100%</td>
</tr>
</tbody>
</table>

(1) These figures assume 1,400 single-occupancy 1-bedroom units at 650 SF per unit.

3.4 Student Housing Development Project Timeline

FAMU proposes the following project timeline for the development of the student housing component:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request For Qualifications Process</td>
<td>October - December 2015</td>
</tr>
<tr>
<td>Invitation To Negotiate Process</td>
<td>December 2015 – February 2016</td>
</tr>
<tr>
<td>Selection of Preferred Developer</td>
<td>February 2016</td>
</tr>
<tr>
<td>Closing (ground lease negotiations, developer's due diligence)</td>
<td>February - April 2016</td>
</tr>
<tr>
<td>FAMU Board Approval</td>
<td>April 2016</td>
</tr>
<tr>
<td>Development Design</td>
<td>April – December 2016</td>
</tr>
<tr>
<td>Demolition, Construction &amp; Fit-Out/Furnishing</td>
<td>January 2017 – July 2019</td>
</tr>
<tr>
<td>Grand Opening</td>
<td>July 2019</td>
</tr>
</tbody>
</table>

The Developer will be required to deliver Phase 2 by July 2019, meaning the buildings are 100% complete and furnished for FAMU occupancy in the Fall Semester.
4 Phase 3 – Mixed Use Development

4.1 Mixed Use Development Vision

FAMU is seeking qualifications from potential development partners with the qualifications and experience to deliver a shared vision in acquiring and redeveloping land along the “main street” corridor of FAMU’s campus into an approximately 50,000 GSF of mixed use space that will create a vibrant place for both students and local City of Tallahassee residents to share.

The overall goal is the revitalization of the “main street” corridor in conjunction with the revitalization of Adams Street. FAMU seeks to enter into a public/private partnership with a selected developer that will result in a project that maximizes private sector development and maximizes approximately 50,000 GSF new programmable space at the doorstep FAMU’s campus. The vision of FAMU and the City of Tallahassee Plan calls for creating a true college town center that features an attractive pedestrian oriented environment with diverse commercial, residential and public uses; adequate parking; and easy access by all means of transportation.

4.2 Proposed Mixed Use Development

1. Site Information

The proposed location for the Town Center consists of approximately 8.0 acres and is comprised of multiple single-family residences. The properties are bounded by Martin Luther King Jr. Boulevard to the west, Barbourville Drive to the south, and the FAMU campus to the east and north. The following map provides the location of the plots to be acquired by the Developer and amalgamated for the Phase 3 – Mixed Use Development opportunity:
2. Development Scenario / Plan

FAMU encourages innovative suggestions as to how best to develop this site into an approximately 50,000 GSF mixed use space or other sites that may be proposed in conjunction with this project, as well as how to achieve the joint development aspects in terms of financing or arrangements between the public/private entities. Proposed uses, site plan and relations between the developer and FAMU are subject to negotiations prior to developer selection following the RFP process.

4.3 Mixed Use Development Timeline

FAMU proposes the following project timeline for the development of the mixed use project:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request For Qualifications Process</td>
<td>October - December 2015</td>
</tr>
<tr>
<td>Invitation To Negotiate Process</td>
<td>April – June 2016</td>
</tr>
<tr>
<td>Selection of Preferred Developer</td>
<td>June 2016</td>
</tr>
<tr>
<td>FAMU Board Approval</td>
<td>June 2016</td>
</tr>
<tr>
<td>Closing (acquisition negotiations, developer’s due diligence, financing)</td>
<td>July 2016 – December 2016</td>
</tr>
<tr>
<td>Development Design</td>
<td>January 2017 – January 2018</td>
</tr>
<tr>
<td>Construction, Leasing</td>
<td>January 2018 – July 2020</td>
</tr>
<tr>
<td>Grand Opening</td>
<td>July 2020</td>
</tr>
</tbody>
</table>
5 Phase 4 – Athletic Facility

5.1 Athletic Facility Vision

FAMU is a member of the Mid-Eastern Athletic Conference and participates in NCAA Division I Football Championship Subdivision (FCS). FAMU offers:

- Men's Sports: football, basketball, baseball, golf, tennis, cross country, and track & field
- Women's Sports: basketball, bowling, softball, tennis, cross country, track & field and volleyball

FAMU Athletics is most widely known for its football program. The Rattlers have won 29 Conference Championships and 13 different college football national titles. They have won the black college football national championship 11 times. On November 15, 2008, Rattler football received national attention when ESPN's College GameDay was broadcast live from the campus. FAMU became the first HBCU to host the popular show.

FAMU envisions a phased redevelopment of the Bragg Memorial Stadium and the Galimore-Powell Field House to accommodate up to a 35,000 seat football stadium, new athletic facilities, a Student Health Services Center, up to 300 structured parking spaces, a hotel and a retail complex adjacent to the stadium including shops and restaurants.

5.2 Existing Facilities

The Rattler football team plays their home games in Bragg Memorial Stadium, which was built in 1957 and renovated in from 1980-1983. The stadium currently seats 25,500 fans. The Galimore-Powell Field House stands at the southern edge of the field. It was built in 1983, includes the Rattler's locker room, coaches' offices, meeting rooms, referees' locker room, weight room, equipment and laundry room, and visiting team locker room.

The following images display the existing facilities:

<table>
<thead>
<tr>
<th>Aerial View</th>
<th>Bragg Memorial Stadium</th>
<th>Galimore-Powell Field House</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Aerial View of Bragg Memorial Stadium" /></td>
<td><img src="image2" alt="Bragg Memorial Stadium" /></td>
<td><img src="image3" alt="Galimore-Powell Field House" /></td>
</tr>
</tbody>
</table>
5.3 Proposed Athletic Facility Development

The new athletic facility is expected to include up to a 35,000 seat football stadium with luxury suites and a press box, a new multipurpose athletic facility, including Rattler’s locker room, coaches’ offices, meeting rooms, referees’ locker room, weight room, equipment and laundry room, and visiting team locker room, a Student Health Services Center and up to 300 structured parking spaces.

In addition to the athletic facilities, FAMU would like for the Developer(s) to explore development options for a hotel and retail complex adjacent to the stadium.

5.4 Athletic Facility Development Timeline

FAMU proposes the following project timeline for the development of the athletic facility component:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request For Qualifications Process</td>
<td>October - December 2015</td>
</tr>
<tr>
<td>Invitation To Negotiate Process</td>
<td>April – June 2016</td>
</tr>
<tr>
<td>Selection of Preferred Developer</td>
<td>June 2016</td>
</tr>
<tr>
<td>Closing (ground lease negotiations, developer’s due diligence)</td>
<td>June 2016</td>
</tr>
<tr>
<td>FAMU Board Approval</td>
<td>July 2016 – December 2016</td>
</tr>
<tr>
<td>Development Design</td>
<td>January 2017 – January 2018</td>
</tr>
<tr>
<td>Construction</td>
<td>May 2017 – April 2020</td>
</tr>
<tr>
<td>Grand Opening</td>
<td>May 2020</td>
</tr>
</tbody>
</table>
6  Voluntary Option(s)

For each of the aforementioned phases, FAMU is interested in reviewing various ownership and operational strategies for the proposed new facilities. The University is also interested in exploring a scenario whereby the selected Developer(s) assume management of existing facilities, specifically the existing student housing and the parking operations.

Detailed financial information for both asset types will be provided within the ITN process. However, through this RFQ process, FAMU seeks to identify those Developer(s) that may be interested in these Voluntary Option(s) and to review the qualifications for managing such facilities.

6.1  Student Housing Management

The University requests that the Developer explore the operation and maintenance of the existing campus housing. FAMU currently has 2,855 beds, as detailed in Section 3.2: Student Housing – Existing Conditions.

The University envisions that all policies regarding student conduct and on-campus residence life will continue to apply to all of the existing housing facilities. The University intends to maintain programmatic control of all student development related activities at the existing housing facilities, including the assignment of beds or units to individual students, and professional and student staffing.

The University also expects that students will continue to be responsible for the cleaning of their individual units during the term of their occupancy. The Developer or its property management company will be responsible for the common area maintenance. A damage fee may be charged by the Developer to the students consistent with the required maintenance and replacement costs.

6.2  Parking Management

The University requests that the Developer explore the operation and maintenance of the existing parking. FAMU currently has approximately 5,112 parking spaces, distributed across one (1) parking garage on Wahnish Way and various surface lots. All motor-operated vehicles must be registered with the University Parking Services Department in order to legally park on the campus. Vehicles must display a visitor, vendor, employee, or student permit.

The following images display a selection of the existing parking facilities:

<table>
<thead>
<tr>
<th>Parking Garage on Wahnish Way</th>
<th>Sample Gated Surface Parking Lot</th>
</tr>
</thead>
</table>
The following campus map provides the location of the existing parking (in gray) that may be included in this offering.
7 RFQ Process

7.1 Notice of Advertisement

This RFQ, all addenda to this RFQ, the Respondent’s questions and FAMU’s subsequent answers, and all other relevant project documents to this RFQ will be posted on:

- FAMU: http://www.famu.edu/index.cfm?Purchasing&Solicitations

It is the responsibility of the Respondent to check these sources for any new documents and changes.

7.2 Schedule for RFQ

The following outlines the intended schedule for the RFQ process. FAMU reserves the right to make changes to this schedule at any time at its sole discretion.

<table>
<thead>
<tr>
<th>Task</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue RFQ to prospective developers</td>
<td>October 8, 2015</td>
</tr>
<tr>
<td>Questions from Respondents due</td>
<td>October 16, 2015</td>
</tr>
<tr>
<td>Responses from FAMU due</td>
<td>October 30, 2015</td>
</tr>
<tr>
<td>Proposals due</td>
<td>November 13, 2015</td>
</tr>
<tr>
<td>Developers short-listed</td>
<td>December 2015</td>
</tr>
</tbody>
</table>

7.3 Contact Information

All inquiries must be in writing - verbal communication is not binding. All inquiries regarding this RFQ should be directed via email or post to both FAMU and JLL, as follows:

<table>
<thead>
<tr>
<th>FAMU</th>
<th>JLL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephany Fall</td>
<td>Patrick Davis</td>
</tr>
<tr>
<td>Director of Procurement Services</td>
<td>Vice President</td>
</tr>
<tr>
<td>Office of Procurement Services</td>
<td>Project &amp; Development Services</td>
</tr>
<tr>
<td>2380 Wahnish Way, Suite 214</td>
<td>3344 Peachtree Road NE</td>
</tr>
<tr>
<td>Tallahassee, FL 32307</td>
<td>Atlanta, Georgia 30326</td>
</tr>
<tr>
<td><a href="mailto:stephany.fall@famu.edu">stephany.fall@famu.edu</a></td>
<td><a href="mailto:patrick.davis@am.jll.com">patrick.davis@am.jll.com</a></td>
</tr>
</tbody>
</table>

All communications must be through the original recipient of the RFQ or their appropriate designee.

7.4 Questions from Respondents

Questions from Respondents should be submitted in writing to the contact(s) identified in “Section 7.3 - Contact Information” no later than Friday, October 16, 2015 at 2:00 pm EST. All questions must be in writing - verbal communication is not binding. Questions will be answered in writing. All questions and responses will be shared with interested parties and will be posted on FAMU’s procurement website no later than Friday, October 30, 2015 at 2:00 pm EST.
7.5 **SOQ Submission**

FAMU recognizes the complexities of these development opportunities, and the potential overlap of components. Accordingly, FAMU is open to Respondent’s creativity in solving the objectives. SOQs that will be deemed “responsive” and duly considered may be:

- SOQs for all four phases
- SOQs for two or three phases
- SOQs for just one phase
- In addition to the SOQs for all or some of the phases, the Developer may explore the options of operating and maintaining the existing student housing and/or the existing parking.

7.6 **Evaluation Criteria**

FAMU will evaluate qualifications and select teams for the next solicitation stage, the ITN, based on many criteria. The following items will be considered:

- Ability to meet FAMU’s objectives
- Experience in designing, financing, developing, operating and maintaining a wide range of university facilities
- Experience in the State of Florida
- Integrity and commitment to ethical guidelines
- Willingness to work in a collaborative format with FAMU
- Evidence of the financial capacity to undertake a project of this scale
- Ability to obtain funding for a project of this scale

FAMU reserves the right to qualify one or more Respondents for one or more of the phases.

7.7 **Deficient or Unresponsive Submissions**

Any proposal that is determined to be deficient and/or unresponsive to requests in this RFQ may be disqualified from further consideration, at FAMU’s sole discretion.
8 RFQ Requirements

8.1 Introduction

By submitting a response to this RFQ, the Respondent assumes responsibility as the entity with ultimate responsibility for designing, and financing – and potentially operating and maintaining – up to all four phases of the FAMU Master Plan in accordance with the terms of this RFQ.

The RFQ submissions shall include the information set forth below, and strictly conform to the content and format requirements. Failure of the Respondent to provide all of the requested information and to provide it in the requested format may result in FAMU, at its discretion, determining that the submission is non-responsive to the requirements of the RFQ.

In general, each SOQ shall contain all information which may be of importance to FAMU in qualifying a company or companies to submit a formal ITN for this public private partnership. The information submitted shall include all information specifically requested by this RFQ, and any information not requested by this RFQ, but which may have a bearing on the FAMU’s evaluation of the Respondent.

All submissions shall contain the following information and shall be referenced and tabbed as set forth below:

8.2 Section A: Cover Letter / Executive Summary

The Cover Letter / Executive Summary (5 pages maximum) should clearly summarize the SOQ in a concise manner.

- An executive summary of the SOQ
- Clearly state which phase(s) and, if relevant, voluntary option(s) for which your team would like to be considered
- A contact person for all communications to and from JLL with respect to this RFQ

The cover letter must be signed by a representative of the Respondent who is empowered to sign such material and to commit the Respondent to the obligations contained in the SOQ.

8.3 Section B: Acknowledgements

The Acknowledgements (1 page maximum) should include:

- An acknowledgement that the Respondent has completely reviewed understands and agrees to be bound by the requirements of this RFQ.
- A commitment, if selected, to carry out the provisions of the SOQ
- Statement that:
  - all information and statements contained in the SOQ are current, correct and complete;
  - all representations made regarding the Respondent’s willingness to meet the Projects’ requirements, and the Respondent’s concurrence with the proposed business arrangement, are true;
  - the SOQ is provided fairly, without collusion or fraud; and

The Acknowledgements page must be signed and dated by a representative of the Respondent who is empowered to sign such material and to commit the Respondent to the obligations contained in the SOQ.
8.4 Section C: Team Qualifications

The Team Qualifications (25 pages maximum) should clearly indicate:

1. Team Organizational Structure

This section should introduce the key firms comprising the team and the responsibilities of each firm (developer, financial organization, design and construction). This section should also provide an organizational chart for the proposed structure of the team, including the names and Project Roles for the key professionals, for this Project.

- As part of the appendices to the SOQ submission packet, please label “Appendix A – Resumes” and include resumes for up to a maximum of ten (10) key personnel. Each resume must not exceed one (1) page. These resumes will not be counted towards the overall page count.

Please note that while FAMU does not have any specific goals for the inclusion of Minority- or Women-Owned Business Enterprises (“MWBE”), FAMU welcomes teams with a thoughtful approach to the inclusion of MWBE firms.

2. Team Overview

This section should succinctly describe the history, background, and capabilities of each firm on the team. If relevant, please provide a description of successful previous teaming on similar projects.

3. Recent & Relevant Experience

The Respondents should select the top five (5) relevant and comparable projects for universities. Each case study must not exceed two (2) pages and provide details including but not limited to the following:

- Name of University
- Name and address of the selected project
- List of key firms on the project team
- Description of the university project, including site plan, program plan, total development costs, financing plan, project timeline, renderings, construction images, and summary of operations/maintenance plan - as available
- Experience designing and constructing energy efficiency facilities, particularly those that are LEED Silver or equivalent

Depending upon the nature and proximity of the project, FAMU representatives may decide to visit the subject projects.

4. References

Respondents shall provide a reference from each of the five (5) universities noted in Section 8.4.3. These should be professionals familiar with your firm’s development projects. In addition to a statement authorizing FAMU or its representatives to contact these references, Respondents shall provide:

- Name of Reference
- Title
- Name of University
- Email address and/or telephone number
5. Financial Qualifications and Capacity

It is important to FAMU that the Developer demonstrates the ability to secure funding for the Public Private Partnership opportunity. Developers must submit information regarding their financial qualifications and capacity to successfully and timely complete the Project. The SOQ should include, at a minimum:

- A statement detailing the proposed method of financing
- Financial audits from the Developer for the last two (2) years.
- Three (3) financial or banking references, with a statement authorizing FAMU or its representatives to contact these references. These references should be professionals familiar with your firm’s revolving credit facilities and/or with project-level financing packages.
  - Name of Reference
  - Title
  - Name of Company
  - Email address and/or telephone number
  - Brief description of the services the financial company or bank has provided the Developer
- A letter from a surety company confirming that the Developer’s General Contractor has ample capacity to deliver project bonding and the intent of the surety company to issue a Performance and Payment Bond
- Any other relevant financial information to demonstrate that the Project Team is able secure funding for project

6. Litigation

In this section, the Respondent should list and describe any litigation or arbitration filed by your firm against any project owner as a result of a contract dispute, any claim filed against your firm, or termination from a project occurring within the last ten (10) years.

8.5 Section D: Project Understanding and Approach

In this section (10 pages maximum), Respondents shall clearly describe the proposed development for FAMU’s Master Plan.

1. Project Understanding

In this section, the Respondent should describe the phase(s) and voluntary option(s), if relevant, for which your team would like to be evaluated and your team’s understanding of those relevant Projects. It will also be important for the Respondent to identify and describe any foreseeable potential problems during design and construction and methods to mitigate those problems with specifically proposed solutions.

2. Project Management

- Describe your approach to managing FAMU decisions in the design phase
- Describe your cost estimating procedures in the design phase
- Describe your controls and methods for managing change orders
- Describe your construction management philosophy, controls, techniques, etc
- Explain your understanding, knowledge and experience in local construction markets
- Describe your history of successful and timely project completions and your proposed schedule and management plan for this Project
- Describe your quality control plan and dispute resolution management approach

3. Safety Management

Safety is paramount to FAMU. Please document your safety history for the previous five years, including and OSHA citations. In this section, we also request that the Respondent describe the key elements of a typical general safety plans for projects.

8.6 SOQ Submission

1. Due Date

The SOQ is due on or before 2:00 pm EST on Friday, November 13, 2015. Late responses may not be considered.

2. Page Limits

The body, not including appendices, of the SOQ shall not exceed 41 pages, and is subject to the following page limits per the following table:

<table>
<thead>
<tr>
<th>Section</th>
<th>Section Title</th>
<th>Page Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Cover Letter / Executive Summary</td>
<td>5 pages</td>
</tr>
<tr>
<td>B</td>
<td>Acknowledgements</td>
<td>1 page</td>
</tr>
<tr>
<td>C</td>
<td>Team Qualifications</td>
<td>25 pages</td>
</tr>
<tr>
<td>D</td>
<td>Project Understanding and Approach</td>
<td>10 pages</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>41 pages</td>
</tr>
<tr>
<td>Appendix A</td>
<td>Resumes</td>
<td>10 pages</td>
</tr>
<tr>
<td>Appendix B</td>
<td>(At Respondent’s Discretion)</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Teams are therefore encouraged to write in a concise manner and select team qualifications that are relevant. Firms may provide information in links to websites if they believe the page limitation cannot adequately show their expertise, however, FAMU does not guarantee that the websites will be reviewed as part of the SOQ.
3. Rating Criteria

The SOQs will be evaluated by FAMU and selected consultants. The following table provides the evaluation criteria or scoring/point system for the SOQs.

<table>
<thead>
<tr>
<th>Section</th>
<th>Section Title</th>
<th>Evaluation Criteria (Scoring/Point System)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Cover Letter / Executive Summary</td>
<td>5 points</td>
</tr>
<tr>
<td>B</td>
<td>Acknowledgements</td>
<td>10 points</td>
</tr>
<tr>
<td>C</td>
<td>Team Qualifications</td>
<td>45 points</td>
</tr>
<tr>
<td>D</td>
<td>Project Understanding and Approach</td>
<td>40 points</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100 points</strong></td>
</tr>
<tr>
<td>Appendix A</td>
<td>Resumes</td>
<td>-</td>
</tr>
<tr>
<td>Appendix B</td>
<td>(At Respondent’s Discretion)</td>
<td>-</td>
</tr>
</tbody>
</table>

4. Quantity

Four (4) hard copies shall be submitted along with a CD or USB flash drive with an electronic copy. The electronic copy should be in editable PDF format.

5. Submission Address

The four (4) hard copies and the electronic copy (on a CD or USB) of the SOQ shall be submitted to:

Florida A&M University
Office of Procurement Services
2380 Wahnish Way, Suite 214
Tallahassee, FL 32307

Attn: Stephany Fall, Director of Procurement Services
8.7 Legal Notice

This RFQ has been issued in accordance with all applicable Federal, State and Local laws.

FAMU reserves the right to request additional information from some or all Respondents. This RFQ or FAMU’s acceptance of an SOQ does not create a binding obligation on the part of FAMU with any Respondent.

Please note that failure to file a protest within the time prescribed in section 120.57(3), Florida Statutes, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings under chapter 120, Florida Statutes.

FAMU assumes no responsibility for the completeness or the accuracy of any information presented in this RFQ, or otherwise distributed or made available during this RFQ process, except as expressly stated to the contrary. Without limiting the generality of the foregoing, FAMU will not be bound by or be responsible for any explanation or interpretation of the proposed documents other than those prepared in writing. In no event may a Proposer to this RFQ rely on any oral statement made by FAMU or the agents, employees, advisors or consultants of these three entities.

Should a Proposer find discrepancies in, or omissions from, this RFQ and related documents, the Proposer should immediately notify the FAMU and JLL contact(s) listed in Section 7.3, in writing, and a written addendum or bulletin of instructions, if necessary, will be emailed to each Proposer. Every Proposer requesting an interpretation of this RFQ will be responsible for delivering such requests to FAMU and JLL in writing at the address and within the time limit set forth in Section 7.3.

All costs and expenses incurred by the Respondent in connection with this RFQ process shall be borne by the Respondent. There shall be no claims whatsoever against the University, its staff, or its consultants or agents for reimbursement of the costs or expenses incurred during the preparation of the SOQ or other information required by this RFQ or in connection with the RFQ selection process.