



**Solicitation Information**  
10 March 06

**RFP # B06058**

**TITLE: Real Estate Feasibility Development Plan**

**Submission Deadline: 6 April 06 @ 1:40 PM (Eastern Time)**

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [questions@purchasing.state.ri.us](mailto:questions@purchasing.state.ri.us) no later than **23 March 06 at 12:00 Noon (ET)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP / LOI # on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

**SURETY REQUIRED: No**

**BOND REQUIRED: No**

**Jerome D. Moynihan, C.P.M., CPPO**  
**Administrator of Purchasing Systems**

**Vendors must register on-line at the State Purchasing Website at**  
**[www.purchasing.ri.gov](http://www.purchasing.ri.gov)**

Note to Vendors:

Offers received without the entire completed three-page RIVP Generated Bidder Certification Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

## **SECTION 1 - INTRODUCTION**

- 1.1 The Rhode Island Department of Administration/Division of Purchases (DOA), on behalf of the Rhode Island Board of Governors for Higher Education (RIBGHE)/University of Rhode Island (URI), is soliciting proposals from qualified consultants to perform a feasibility study which would determine the economic viability of developing real estate within the University's Kingston Campus boundaries, including the Peckham and East Farms, in accordance with the terms of this Request for Proposals and the State's Conditions of Purchase, available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

Initially, the RIBGHE/URI is considering construction of alumni/retiree, faculty and/or graduate housing, a University Inn and/or a golf learning center on undeveloped land at the Kingston Campus. The proposal shall examine best economic models of existing higher education or other similar non-profit affiliated ventures, determine applicability of models to local conditions, and recommend the best business plan to develop any or all initial real estate projects.

If the RIBGHE/URI deems development to be economically feasible, the second of a two-step appointment may be implemented. The engaged consultant may, as the University's representative, initiate a developer selection process, assist in contract negotiations and provide development oversight to ensure contractual agreements are fulfilled.

- 1.2 It is the RIBGHE/URI's intention that the real estate be utilized in a manner which adheres to URI's Strategic Plan goals which stress student success, structural and operational efficiency, outreach and research. The URI Master Plan goal of sustainability shall also be a consideration.

URI has an outstanding reputation for providing some of the most environmentally progressive academic programs in the country. URI's role as an educational leader in the natural environment provides the backdrop for its efforts to promote sustainable activities in the diverse areas of housing, transportation, water resources, and air quality. It seeks an integrated approach toward the long term sustainability and management of its environmental, cultural, and land resources. As such, consultants are strongly encouraged to submit proposals which reflect URI's commitment to advancing growth while protecting the green space and rural character of its campuses as well as those of the surrounding communities. It is desired that approaches to site planning and building design integrate energy use, water resources, materials conservation, waste and recycling, and indoor environmental quality into the proposal(s). Special consideration will be given to projects that adhere to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED®) criteria for green buildings, spaces and neighborhood development. Further, proposals which uphold URI's recent focus on pedestrian-oriented development will also receive favorable consideration.

1.3 The URI Master Plan and Strategic Plan may be accessed via the web at:

[www.uri.edu/pspd/planserv/masterplan](http://www.uri.edu/pspd/planserv/masterplan) & [www.uri.edu/president/strategicplan](http://www.uri.edu/president/strategicplan).

## **SECTION 2 – BACKGROUND**

2.1 The University of Rhode Island, established in 1892, is a land-grant/sea-grant/urban-grant research institution composed of four campuses offering a variety of services and functions: the Kingston Campus, the principal location for its undergraduate and graduate educational, research, public service, residential and athletic programs, and central administration in over 170 buildings on 1,300 acres in Kingston; the Narragansett Bay Campus, home of the Graduate School of Oceanography, with 66 buildings on 190 acres in Narragansett; the W. Alton Jones Campus, home of the Whispering Pines Conference Center and the University's Environmental Education Center, with 59 buildings on 2,300 acres of forested land in West Greenwich; and the University's Providence Center, home of the Feinstein College of Continuing Education in downtown Providence.

Additional information about the University may be located at the URI Web site:

<http://www.uri.edu/home/about/index>.

## **SECTION 3 - THE PROJECTS**

3.1 The RIBGHE/URI is undertaking this feasibility study and business plan(s) to determine the economic viability of developing real estate within the University's Kingston Campus boundaries, including the Peckham and East Farms for:

- 1) Alumni/Retiree Housing; and/or
- 2) Faculty Housing; and/or
- 3) Graduate Student Housing; and/or
- 4) University Inn; and/or
- 5) Golf Learning Center; and/or
- 6) Other projects which the consultant may deem feasible upon completion of its evaluation. Please note, a University Research Park is being separately planned and shall require consideration in any final award.

Size and amenities associated with the housing and lodging facilities shall be directly linked to economically feasible financial and marketing analyses. The golf learning center is intended to be a PGA Certified Professional Golf Management Program which would incorporate University agronomy research and business management studies with a self-sustaining outreach facility for the public interested in learning and improving golf skills.

Consultants may consider areas presently designated for Kingston Campus parking as potential site locations. However, if any parking area is to be considered as a development site, comparable replacement slots must be identified in the proposal. Proposals may include any or all real estate projects so long as pricing schemes conform to the instructions contained herein. The RIBGHE/URI reserves the right to separate projects from a multi-project RFP response.

An aerial map of the Kingston Campus may be viewed at the following URL during the bidding period:

<http://www.uri.edu/pspd/planserv/map.pdf>

3.2 For each project, the proposal shall contain but not be limited to the following elements:

- 1) Master and Strategic Plan Analyses;
- 2) Market and Business Model Analyses;
- 3) Development Cash Flow Analysis;
- 4) Preparation of a Preferred Financing Structure; and if deemed appropriate
- 5) Complete physical master plan for site development; and
- 6) Development of an RFP for potential site development.

Separate costs for each element referenced in Section 3.2 above and described further in Section 4.3 below, must be identified for each project contained in the proposal. Proposals will identify any aspect of the elements which could be completed by URI staff or engaged consultant, thus reducing expenses associated with each element. In addition, proposals will suggest other costs or fees which may be applied for work performed outside of the Scope of Services described herein. If a proposal does not identify and cost these elements separately, the RIBGHE/URI reserves the right to consider the proposal as non-responsive and reject said proposal. The RIBGHE/URI reserves the right to select any or all phases of the scope of work, and/or negotiate a combination thereof.

## **SECTION 4 – SCOPE OF SERVICES**

4.1 The proposal shall investigate, thoroughly analyze, and, through the preparation and submission of a report, address all of the following issues in detail and explicitly. The consultant may address any other issues deemed applicable as it is up to the professional judgment of the consultant to organize and prepare its report in accordance with its own perception of current and potential market conditions. The consultant will incorporate appropriate actions and organizational relationships it will develop among the various URI constituencies and neighboring towns into this report.

4.2 The proposal shall provide market assessment and analyses including both internal university support and conventional, external market forces. The analyses shall identify organizational and management considerations such as mission, relationships with/among sponsors, management issues and private sector participation. The consultant will work closely with URI architects and planners in the collection of relevant information in all aspects of the project.

4.3 The primary areas of study shall incorporate the following elements:

1) Master Plan and Strategic Plan Analyses:

- a) Evaluate potential of undeveloped land parcels for suitability as home sites, rental units, lodging, learning, and/or other viable alternatives which may provide financial return to the institution.
- b) Consider land development capacity, environmental factors, archaeological and historic resources, visual impacts, as well as operational constraints and opportunities. This would include but not be limited to traffic impacts (parking, vehicular, pedestrian and mass transit accessibility) within URI and ingress and egress to connecting roadways.
- c) Identify general design standards, infrastructure and other amenities that ensure proposed project(s) may be located within the boundaries of URI.
- d) Develop recommendations for complementary or alternative land uses and appropriate sizing, configuration and quality level of facilities and amenities.
- e) Assess impact of proposal(s) on the URI Strategic Plan goals which are to: increase enrollment; increase revenue and reduce costs; and increase support for research and outreach which most directly support Rhode Island's goals for economic development.

2) Market and Business Model Analyses:

- a) Conduct market assessment to determine supply and demand for specified project(s).
- b) Ascertain applicability of local planning and zoning regulations and property taxation.
- c) Recommend management and organization structures and strategies for proposed project(s).
- d) Outline marketing, promotion, and leasing programs for attracting and securing owners/tenants and/or other prospective participants.
- e) Identify characteristics of demand sources using demographic and socioeconomic data, include motivation to purchase, rent or otherwise associate with the project(s).
- f) Additional information gathered specific to living quarters should include:
  - (i) Lodging - Property concept, number and mix of guest room units, room amenities, recreational amenities, type and capacities of food and beverage

facilities, retail facilities, meeting/function space offered, and any other relevant physical aspects. Annual and seasonal occupancy levels, average daily room rates, and lodging business mix by demand source.

- (ii) Home Sites and Rentals – Number, size and mix of units, view features, unit amenities, recreational amenities, and any other relevant physical aspects. Include square footage, number of beds/baths, etc. Absorption and pricing and seasonal and annual use patterns should be identified. Analyze incorporation of retail components into the project(s). Identify local supply of comparable retail facilities and assess which businesses would most likely penetrate the market.
  - g) Prepare a ten-year performance forecast for each project submitted in the proposal. The draft should reflect estimated cash flows from operations available for fixed charges, debt services, and applicable tax levies, as well as estimates of net proceeds available from the sale of retiree units. Incorporate any estimated costs of marketing, administration, sales commissions, etc; Create models that allow reiterative business analysis of the proposed project(s).
  - h) Specify rationale for estimates of future performance, findings, conclusions and recommendations regarding each proposed project.
- 3) Development Program and Cash Flow Analysis:
- a) Describe site plan(s) and proposed structural design(s). Explain positioning of structure(s) in relation to the overall URI landscape. Include building uses, square footage, parking requirements, infrastructure improvements, etc.
  - b) Using that description, prepare development budget. Specify hard costs (site prep, landscaping, etc.) and soft costs (fees, construction interest, etc.) associated with each development.
  - c) Evaluate development costs and apply estimated annual net revenues generated by the project(s) to determine estimated rates of return.
  - d) Create models that allow reiterative financial analysis of proposed project(s).
  - e) Identify most appropriate sequence for development of proposed project(s) and develop a project schedule which identifies timeframes of the specific tasks to be implemented.
  - f) Establish the date and plan by which each proposed project will achieve financial self-sufficiency.
- 4) Preparation of a Preferred Financing Structure:
- a) Describe optimal private equity, debt financing and capital investment deemed necessary for success.
  - b) Determine financing mechanisms/strategies in comparable university or other suitable non-profit affiliated ventures.
  - c) Provide overview and discuss implications of lease structures for land, buildings, participation clauses, and control issues.

- 5) Completion of physical master plan for site development:
  - a) If deemed appropriate by the RIBGHE/URI, present a more site specific building program which incorporates updated master plan and design guidelines.
  - b) Reflect design changes in revised market and business analyses.
  - c) Refine total development program and cash flow analysis.
- 6) Initiation of a Request for Proposal Process:
  - a) If deemed appropriate by the RIBGHE/URI, prepare an RFP to initiate developer selection process.
  - b) Promote the opportunity to the development community.
  - c) Coordinate informational meetings.
  - d) Evaluate submissions and coordinate selection.
  - e) Negotiate economic aspects of any development/lease, and negotiate development agreements.
  - f) If deemed appropriate by the RIBGHE/URI, oversee development to ensure agreements are fulfilled.

## **SECTION 5 – EVALUATION AND SELECTION**

5.1 The RIBGHE/URI will commission a Technical Review Committee to evaluate and score all proposals. Evaluation by the reviewers will use multiple criteria including but not limited to: threshold criteria; qualifications and relevant experience; work plan; and cost of proposal.

- 1) Threshold Criteria (15% of score): The consultant must be able to satisfy or exceed the following minimum criteria in order to be considered for engagement to perform the work. Those firms that do not meet these minimal criteria may be rejected and are not encouraged to submit a Proposal.
  - a) The principals must have a minimum of fifteen (15) years of experience in similar work as requested in this proposal.
  - b) The consultant firm must demonstrate its capabilities and past experience in engaging and coordinating the work of sub-consultants including architects, engineers, space planning, transportation planning firms and/or other technical resources pertinent to each project contained in the proposal.
- 2) Statement of Qualifications and Experience (25% of score):

Items which must be addressed in the Statement of Qualifications and Experience are identified below.

  - a) Size and description of the consultant firm;
  - b) Current workload and ability to complete work expeditiously;

- c) Financial responsibility of the consultant firm and all subcontractors proposed;
- d) Geographic location of the consultant firm relative to the Kingston Campus and the expected logistics in working on the project relative to the firm's location;
- e) Listing of all staff and/or subcontractors proposed as members of the consultant team, and the duties, responsibilities and concentration of effort which apply to each (as well as resumes, curricula vitae, or statements of prior experience and qualification);
- f) Demonstrated evidence of experience with land use and facility use planning including, environmental, engineering, and fiscal analyses;
- g) A comprehensive listing of similar projects undertaken and/or clients served, including a brief description of the projects and a complete listing of references that can attest to the consultant firm's expertise (phone numbers and contact names should be included).

3) Executive Summary (60% of score):

The Executive Summary is intended to highlight the contents of the proposal and to provide evaluators with a broad understanding of the firm's technical approach and ability.

- a) An introduction outlining the concept and a conclusion section presenting a consolidated analysis shall be provided.
- b) For each element referenced in the Scope of Services Section 4.3 above:
  - (i) provide a concise description of the approach the consultant firm proposes for all submitted projects;
  - (ii) establish individual work plans and list individual consultants involved for all submitted projects; and
  - (iii) identify costs for all submitted projects.

5.2 All proposals will be evaluated in accordance with the Threshold Criteria. Respondents who meet the threshold will be scored in regard to the remaining criteria. A maximum possible score is 100 points.

5.3 Notwithstanding the above, the RIBGHE/URI reserves the right to award on the basis of cost alone, to accept or reject any or all proposals, to award in whole or in part, and to act in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The RIBGHE/URI may, at its sole option, elect to require presentation(s) by respondent clearly in consideration for award.

The ranked findings and selection recommendation(s) will be submitted to the Department of Administration's Consultant Services Selection Committee, and forwarded to the Director of Administration for final selection consideration.

## **SECTION 6 – SOLICITATION INFORMATION**

- 6.1 Form of Agreement. The Consultant should provide a suggested contract with the proposal. The RIBGHE/URI reserves the right to negotiate the terms of the final contract and fee for services.
- 6.2 Duration of Services and Tentative Schedule: A draft report summary must be submitted within 90 days and a final report must be submitted within 120 days after contract execution, subject to mutually accepted written agreement extensions.
- 6.3 Schedule of Fees. Proposed fees for service may be flat or linked to the performance of the prospective real estate project or projects. Innovative fee structures may be entertained.

Each submitted proposal should also contain a recommended time table by element and a tentative schedule for date of completion.

As referenced in Section 3.2 above, the schedule will reflect separate costs for each element by proposed project and identify any aspect of the elements which could be completed by URI staff or engaged consultant. Further, the schedule will identify applicable hourly rates for work which may be performed outside of the Scope of Services noted in this request.

- 6.4 Pre-Submission Questions. Questions concerning this solicitation may be e-mailed to the Division of Purchases no later than the date and time indicated on page one of this solicitation. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If computer technical assistance is needed, call the Purchases Help Desk at 401 222-2142, ext 134.

An original proposal plus eight (8) copies shall be mailed or hand delivered in a sealed envelope clearly marked:

**“RFP# B06058: Real Estate Feasibility Development Plan”**

**To:**

**R.I. Department of Administration  
Division of Purchases, 2<sup>nd</sup> Floor  
One Capitol Hill  
Providence, Rhode Island 02908-5855**

NOTE: Proposals received after the established due date and time may not be considered. Proposals misdirected to other State locations or which are otherwise not presented in the Division of Purchases by the scheduled due date and time will be determined to be late and may not be considered. Proposals faxed or emailed to the Division of Purchases will not be considered.

**In addition to the multiple hard copies of proposals required, respondents are requested to provide proposals in electronic format (CD Rom or disk). Microsoft Word/Excel or PDF format is preferable. Only one (1) electronic copy is requested.**

Note: Please include any other information that is believed pertinent but not specifically requested.

- 6.5 Cancellation. A contract entered into as a result of this Request for Proposals may be canceled by the RIBGHE/URI for default by the provider in the event that default is not resolved within twenty (20) days. Default is defined as failure of the provider to fulfill to the satisfaction of the RIBGHE/URI the obligations of his/her/its proposals and/or contract. In cases of unresolved default by the provider, the RIBGHE/URI may cancel the contract immediately and procure the services from other sources and hold the provider responsible for any excess costs occasioned thereby. In the event that the RIBGHE/URI no longer needs or desires the services or possesses the resources to support them or encounters program changes, changes in laws, rules and regulations, the RIBGHE/URI may terminate the contract, without damages, by giving the provider 180 days written notice of such cancellation.
- 6.6 Misrepresentation. In the event that a bidder intentionally and falsely represents any information provided by that bidder to the RIBGHE/URI, the RIBGHE/URI has the right to immediately disqualify that bidder's proposal. In the event it is determined that the selected proposer has intentionally and falsely represented any information provided by the selected proposer to the RIBGHE/URI, the RIBGHE/URI has the right to immediately terminate the contract and selected proposer shall be liable for all expenses incurred by the RIBGHE/URI for such termination or any action against the RIBGHE/URI, any of its Departments, officers, agents and/or employees by another individual resulting from the misrepresentation.

## **SECTION 7 - INSTRUCTIONS AND NOTIFICATIONS TO RESPONDENTS:**

- All respondents **MUST** register online at the RI Vendor Information Program (RIVIP) website @ <http://www.purchasing.ri.gov>. Proposals must be in accordance with the guidelines outlined in this request and the State's general conditions of purchase which can be accessed through the website.
- A fully completed and signed RIVIP Bidder Certification Cover Sheet – all three pages should accompany submitted response. Failure to make a complete submission inclusive of this three-page document may result in disqualification.

- Respondents, who may need technical assistance in registering and/or downloading any document, should call the RIVIP HELP DESK @ (401) 222-2142, ext. 134. Office Hours: 8:30 AM – 4:00 PM.
- Alternative approaches and/or methodologies to accomplish the desired or intended results of this request are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
- All costs associated with developing or submitting documents in response to this Request and/or in providing oral or written clarification of its content shall be borne by the respondent. The RIBGHE/URI assumes no responsibility for these costs.
- Submissions in response to this solicitation are considered to be irrevocable for a period of not less than one-hundred twenty (120) days following the established due date, and may not be withdrawn without the express written permission of the State Purchasing Agent.
- All pricing submitted will be considered firm and fixed unless otherwise indicated herein.
- Proposals misdirected to other State locations or which otherwise are not received by the State Division of Purchases by the established due date, for any cause, will be determined late and may not be considered. The office clock, for the purpose of registering the arrival of a document, is in the reception area of the Department of Administration, Division of Purchases, One Capitol Hill, Providence, Rhode Island.
- A single respondent may be selected to conduct each of the project studies specified in Section 3.1 of this Request or selected studies may be awarded to individual respondents. Nevertheless, it is intended that the prime respondent chosen for the specified project(s) conduct awards made pursuant to this Request. That firm will assume responsibility for all aspects of relevant award work unless otherwise indicated herein.
- Joint ventures will not be considered, but subcontracts are permitted by the prime consultant, provided that their use is clearly indicated in the proposal, and any sub-consultant(s) proposed to be used are identified in the proposal.
- Respondents are advised that all materials submitted to the RIBGHE/URI for consideration will be considered Public Records as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request once an award is made.

- In accordance with Title 7 Chapter 1.12, of the General Laws of Rhode Island, no foreign corporation shall have the right to transact business in the state until it shall have procured a *Certificate of Authority* to do so from the Rhode Island Secretary of State (401-222-3040). The apparent leading respondent, if an out-of-state corporation with no business address within the state, must either: 1) provide a copy of their *Certificate of Authority*, or; 2) show proof that an application is in process prior to the award.
- During the life of this contract, the RIBGHE/URI reserves the right to solicit separately for selected initiatives within the scope of work.
- The State of Rhode Island has a goal of ten per cent (10%) participation by Minority Business Entrepreneurs in all State procurements. For further information, visit the web site @ [www.rimbe.org](http://www.rimbe.org), or to speak with an MBE Officer, call (401) 222-6253.
- Interested parties are instructed to peruse the Division of Purchases web site on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to the Request.
- Equal Employment Opportunity (RIGL 28-5.1) § 28-5.1-1 Declaration of policy.  
(a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at (401) 222-3090.