



Administered by University of Maine System
Office of Strategic Procurement
Request for Qualifications (RFQ)
RFQ #2021-009

University of Maine (UMaine)
Public Private Partnership (P3) for
Historical Buildings Redevelopment

Issued Date: October 6, 2020

Response Deadline Date/Time: October 26, 2020 11:59 p.m. EST

RFQ Response Submission Information:

Submitted electronically to UMSResponses@maine.edu

Email Subject Line: UMaine P3 for Historical Buildings Redevelopment -
RFQ#2021-009

Response Contact Information:

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1.0 INTRODUCTION

1.1 Definitions, Background, Purpose and Specifications

1.1.1 Definitions

The University of Maine System will hereinafter be referred to as the "University." Respondents to the document shall be referred to as "Respondent(s)" or "Respondent".

The University of Maine System and other components of the University shall be referred to as "Multi-Institution".

1.1.2 Background

Overview

Established in 1968, the University of Maine System (UMS) unites six distinctive public universities, comprising 10 campuses and numerous centers, in the common purpose of providing quality higher education while delivering on its traditional tripartite mission of teaching, research, and public service.

A comprehensive public institution of higher education, UMS serves more than 30,000 students annually and is supported by the efforts of more than 2,000 full-time and part-time faculty, more than 3,000 regular full-time and part-time staff, and a complement of part-time temporary (adjunct) faculty.

Reaching more than 500,000 people annually through educational and cultural offerings, the University of Maine System also benefits from more than two-thirds of its alumni population residing within the state; more than 123,000 individuals.

The System consists of six universities: The University of Maine (UMaine), including its regional campus the University of Maine at Machias (UMM); the University of Maine at Augusta (UMA); the University of Maine at Farmington (UMF); the University of Maine at Fort Kent (UMFK), the University of Maine at Presque Isle (UMPI); and the University of Southern Maine (USM). The System also includes the University of Maine School of Law and the University of Maine Graduate and Professional Center.

University of Maine

The University of Maine, founded in Orono in 1865, is the state's land grant and sea grant university. As the state's only public research university, UMaine has a statewide mission of teaching, research and economic development, and community service. UMaine is among the most comprehensive higher education institutions in the Northeast with nearly 100 majors and academic programs. It attracts students from Maine and 49 other states, and more than 60 countries. It currently enrolls more than 11,400 undergraduate and graduate students who can directly participate in research, working with world-class scholars. UMaine offers more than 100 degree programs through which students can earn graduate certificates, master's, doctoral or professional science master's degrees. The university promotes environmental stewardship, with substantial efforts campus wide aimed at conserving energy, recycling and adhering to green building standards in new construction.

1.1.3 Purpose

1.1.3.1 The Project

The University of Maine (“UMaine” or “the Institution”) desires to partner with a team of public and/or private entities to **design, renovate, finance, operate, and maintain** the adaptive reuse of Coburn and Holmes Halls, two designated historic buildings located on UMaine’s campus (“the Project”) through a lease structure. While the interiors of Coburn and Holmes Halls are currently vacant, underutilized, and in need of significant investment in maintenance and accessibility upgrades, their structures remain solid. Between the two buildings, renovations would allow 32,834 gross square feet (GSF) available to suit potential occupants.

The renovation of Coburn and Holmes Halls could be the first of future development opportunities within UMaine’s Historic District. Through this solicitation process, UMaine is looking for a long-term partner(s) that shares the institution’s vision to transition underutilized historic properties into strategic assets on campus.

1.1.3.2 Project Delivery, Financing and Ownership Structure

UMaine is looking for a partner(s) to redevelop Coburn and Holmes Halls through a public-private partnership (“P3”). Through this partnership, UMaine intends to transfer the risk of designing, renovating, financing, operating, and maintaining the buildings to a private entity. This P3 structure would allow a private partner to take advantage of Federal and State Historic Tax Credits (“HTC”) to significantly reduce the redevelopment cost of the Project.

UMaine intends to achieve a Spring/Fall 2023 delivery.

1.1.3.3 Partner Solicitation and Selection Process

Through a solicitation process, UMaine is seeking to identify partners with the best qualifications and experience in delivering, financing, operating, and maintaining the Coburn and Holmes redevelopment project. The selection of a partner(s) will include a two-part solicitation process, detailed below. All questions related to this RFQ or the selection process must be directed to UMSresponses@maine.edu.

1. **Request for Qualifications (“RFQ”).** UMaine will begin the partner solicitation process with an RFQ to solicit interest in the Project from developers and other entities with relevant project expertise. Through the RFQ process, UMaine also seeks to identify single-entity firms with interest in participating in this Project as an end-user or tenant that would significantly impact the redevelopment concept. The RFQ process will include a Pre-Bid Event for interested parties to hear more about the Project from UMaine. Following the event, a list of attendees will be distributed to facilitate the assembly of fully qualified Respondent teams.

The following RFQ document provides interested proposers (“Respondents”) with additional background information on the Project, instructions for submitting responses, and the Institution’s criteria to identify qualified Respondents. Two (2) or more entities may collaborate in submitting a response to this RFQ; however, all Respondent teams must have development, financing, operating, and maintaining capabilities within their team composition. Respondent teams must identify the firm that is the primary Respondent.

2. **Request for Proposals (“RFP”).** The RFP will be made available only to Respondents identified as qualified for the Project as a result of the RFQ process. The qualification of Respondent teams only guarantees participation in the RFP process for the primary Respondent. The primary Respondent may make changes to team members after the RFP qualification in the best interest of the Project.

1.1.3.4 **Project Overview**

In 1978, the National Register of Historic Places formally recognized UMaine’s Historic District, a collection of the historic campus buildings constructed between 1873 and 1906. Coburn and Holmes Halls, built in the late-19th century, were among the first structures developed within the classified Historic District.

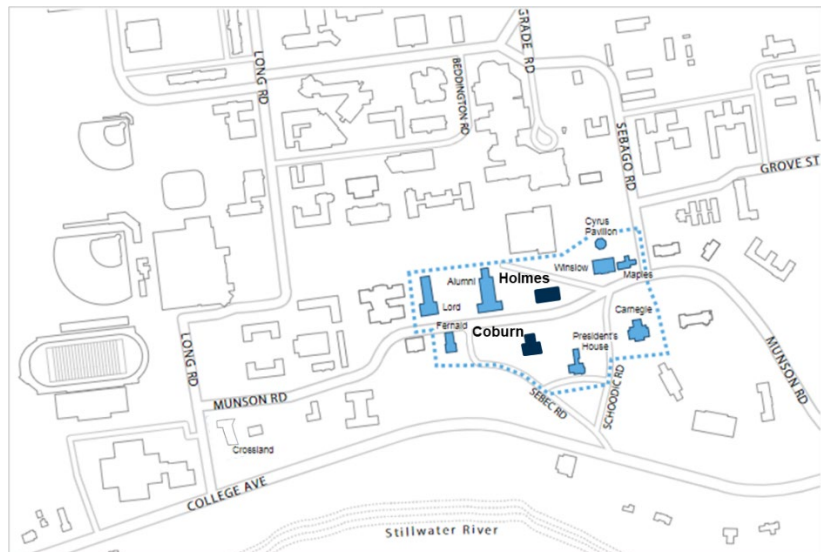


Figure 1: Location of Coburn and Holmes Halls in the University of Maine’s Historic District

Coburn Hall was purpose-built in 1887-88 to house the University Library, Department of Agriculture and Natural History, and the University’s Natural History Museum. Coburn benefitted from a complete exterior renovation in 2009, including a reconstruction of the

building’s foundation. Coburn Hall requires approximately \$5.5 million (2019\$)¹ in deferred maintenance to address interior needs.

Holmes Hall was built in 1888 as laboratory, classroom, office, and support space for agricultural uses. The original structure was expanded in 1899 – 1904 with the addition of two wings to the north and south. The facility’s most significant renovation came in 1955, as a single story with basement addition was constructed on the northern end of the building. Holmes has not gone through a major renovation since. Total deferred maintenance costs for Holmes amounts to \$4.4 million (2019\$)².

Both facilities also require investment into code safety and accessibility upgrades. Both Coburn and Holmes halls have solid masonry structures and are suitable for renovation. Additional information, including building floor plans, zoning map, space inventory and historic surveys, can be found in Appendix E.

Building	Year Built	Total Floors	GSF	Deferred Maintenance**
Coburn Hall	1888	3*	18,295*	\$5,545,530
Holmes Hall	1888	4*	14,539*	\$4,423,344

**Includes Basement*

*** Deferred maintenance does not include safety, code or ADA upgrades*

Figure 2: Coburn and Holmes Existing Conditions

1.1.3.5 Required Project Outcomes

UMaine intends to renovate and adaptively reuse Coburn and Holmes Halls in a way that aligns with the institution’s strategic initiatives as well as the needs of the campus and surrounding communities. The most advantageous renovation and rehabilitation strategies must achieve outcomes that are both economically viable and aligned with UMaine’s mission as an institution.

The University of Maine Mission as well as the Strategic Vision and Values can be found using the links below:

University of Maine Mission: <https://umaine.edu/about/mission-2/>

University of Maine Strategic Vision and Values: <https://umaine.edu/visionandvalues/>

1. Strategic Outcomes

The renovation and reuse of Coburn and Holmes Halls is a mission-driven initiative for UMaine. As such, redevelopment concepts must

¹ Gordian (Sightlines) 2019 Building Assessment Report

² Gordian (Sightlines) 2019 Building Assessment Report

directly support the mission and strategic vision of the Institution. Any redevelopment of Coburn and Holmes halls should:

- Align with UMaine’s institutional values and benefit UMaine students, faculty, staff, and the regional community.
- Prioritize market segments that represent the campus’s intellectual environment and commitment to research and innovation.
- Support local and regional economic development
- Provide a quality of program that:
 - Creates a connection hub for the UMaine community;
 - Contributes to student success; and
 - Reinforces safety and security on campus.

2. Economic Outcomes

Redevelopment strategies must be economically viable. Reuse concepts must respond to market dynamics and generate revenue to support annual operating expenses as well as debt obligations associated with the capital costs of renovating Coburn and Holmes Halls.

1.1.3.6 Adaptive Reuse Concepts

UMaine explored several market segments and evaluated each based on their strategic mission alignment and economic viability. UMaine determined that office, hospitality, and multi-family concepts, delivered through a public-private partnership, are strategically beneficial and in alignment with the Institution’s desired outcomes. Additional information about market opportunities can be found in Appendix F. UMaine is also interested in exploring alternative concepts that will achieve its desired outcomes as outlined in section 1.1.3.5.

Hospitality

The conversion of Coburn and/or Holmes into a boutique hotel on campus is a viable and strategic project for the Institution. A privately operated boutique hotel will strengthen UMaine’s brand and provide lodging accommodations for the UMaine and Orono community. Currently, the Institution does not have any affiliated hotel properties on campus, and the majority of Orono hospitality demand is accommodated in either two economy-class hotels in Orono or other chain hotels in nearby Bangor. Tourism and recreation activities attract many visitors to the Orono and Bangor area, particularly during summer months. In addition, UMaine identified significant demand from annual campus programs requiring hotel stays, including athletic events, art performances, concerts, university commencement and family weekends, conferences and workshops, and general tours and open houses, primarily occurring throughout the fall, winter, and spring.

Office

Converting Coburn and Holmes Halls into commercial office space is strategically aligned for the University of Maine. The halls could be converted into startup and incubator offices, shared workspaces for programs and private-sector firms to collaborate on initiatives, and/or

meeting space for both UMaine and community stakeholders, relative to market demand. By providing office space on campus, UMaine can form mutually beneficial partnerships to foster internships, research opportunities, and special projects for students.

Multifamily

UMaine believes converting Coburn and Holmes into a multi-family facility is aligned with its vision as an institution. By providing market-rate, affordable, and/or workforce housing in proximity to campus resources, UMaine could strengthen ties to the local Orono and Bangor community and support Maine’s population. Additionally, UMaine could advance the Institution’s competitive advantage in recruiting faculty or staff by offering them affordable housing accommodations. Units could also be designated as shorter-term housing for the Institution to welcome visiting scholars, researchers, or industry leaders to advance research and innovation efforts on campus.

Alternative Redevelopment Concepts

UMaine is interested in exploring alternative redevelopment concepts that achieve its desired strategic and economic outcomes. The Institution is willing to explore innovative and creative adaptive reuse concepts if they are strategically aligned and meet the needs of the UMaine community. Respondents may propose concepts that require an expansion to Coburn and/or Holmes Halls. However, creative concepts’ financial viability and historic tax credit eligibility must be taken into consideration.

Sustainability

Development concepts should be in a manner that encourages environmental responsibility and promotes sustainable development on campus properties and in local communities. Additional information regarding UMaine Historic Building Design Guidelines can be found in Appendix G.

Respondents should review **1.1.4 Specifications / Scope of Work** of this document to see the full Scope of Services/Products required.

1.1.4 Specifications

This RFQ aims to identify interested Respondents with appropriate interest, qualifications, and experience to execute the renovation and adaptive reuse of Coburn and Holmes Halls. The Institution is seeking Respondents with the capability to design, renovate, finance, operate, and maintain a redeveloped Coburn and Holmes Project through a long-term lease of the existing buildings and property.

Through a virtual Pre-Bid Event, UMaine intends to identify a variety of entities with diverse qualifications to express their interest in participating in the Project. Following the Pre-Bid Event, UMaine will circulate a list of attendees to facilitate the forming of fully qualified Respondent teams to respond to this RFQ. In addition,

the Institution invites potential end-user entities interested in occupying/leasing space in Coburn and Holmes Halls to submit a notification of interest.

Respondents determined to be qualified through an evaluation of RFQ responses will be invited to participate in the RFP process and will be provided with additional information concerning the proposed development as well as an opportunity to conduct further due diligence. The following constitutes the submittal requirements for participation in the Pre-Bid Event and RFQ response evaluation.

1.2 General Information

1.2.1 Communication with the University

It is the responsibility of the Respondent to inquire about any requirement of this document that is not understood. Responses to inquiries, if they change or clarify the document in a substantial manner, will be forwarded by addenda to all parties that have received a copy of the document. Addenda will also be posted on our web site, www.maine.edu/strategic/upcoming_bids.php

It is the responsibility of all Respondents to check the web site before submitting a response to ensure that they have all pertinent documents. The University will not be bound by oral responses to inquiries or written responses other than addenda.

Inquiries must be made using the **Response Contact Information** provided on the cover sheet of this document. Refer to table in **Section 1.3.1 Timeline of Key Events** for deadline requirements.

1.2.2 Confidentiality

The University must adhere to the provisions of the Maine Freedom of Access Act (FOAA), 1 MRSA §401 et seq. As a condition of submitting a response under this section, a respondent must accept that, to the extent required by the Maine FOAA, responses to this solicitation, and any ensuing contractual documents, are considered public records and therefore are subject to freedom of access requests.

The information contained in responses submitted for the University's consideration will be held in confidence until all evaluations are concluded and qualified Respondents are selected. At that time the University will issue notice letters to all participating Respondents and all Respondents' responses may be made available to participating Respondents upon request. Such request must be made by submitting a written request to the individual noted in the Response Contact Information shown on the cover sheet of this document, with a copy of the request provided to the other Respondents. Such requests are public records.

After the protest period has passed responses will be available for public inspection upon request.

Information that is an integral part of the offer cannot be considered confidential after an award has been made. The University will honor requests for confidentiality for information that meets the definition of "trade secret" under

Maine law. Clearly mark any portion of your submitted materials which are entitled to “trade secret” exemption from disclosure under Maine’s Freedom of Access Act. Failure to so identify as trade secret will authorize the University to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless the University in any and all legal actions that seek to compel the University to disclose under Maine’s Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between the University and your entity.

1.2.3 Multi-Institutional

The University of Maine System, Office of Strategic Procurement reserves the right to authorize other University Institutions to use the Agreement(s) resulting from this document, if it is deemed to be beneficial for the University to do so.

1.2.4 Specification Protest Process and Remedies

If a Respondent feels that the specifications are written in a way that limits competition, a specification protest may be sent to the Office of Strategic Procurement to the email address provided on the cover page of this document. Specification Protests will be responded to within five (5) business days of receipt. Determination of protest validity is at the sole discretion of the University. The due date of the proposal may be changed, if necessary, to allow consideration of the protest and issuance of any necessary addenda. Specification protests shall be presented to the University in writing as soon as identified, but no less than five (5) business days prior to the Deadline for Proposal Submission noted in Section 1.3.1. No protest against the award due to the specifications shall be considered after this deadline. Protests shall include the reason for the protest and any proposed changes to the specifications.

1.3 General Submission Provisions

1.3.1 Timeline of Key Events

Reference Section	Event Name	Event Due Date
Section 2.2.1	Deadline for Notification of Interest	10/12/2020
Section 1.3.7	Respondents’ Pre-Bid Event	10/14/2020
Section 1.2.1	Deadline for Written Inquiries/Questions	10/15/2020
Section 1.3.7	List of Respondents and Responses to Written Inquiries/Questions Provided	10/16/2020
Section 1.3.8	Deadline for RFQ Submission	10/26/2020
Section 2.3	Qualified Respondents Announcement (subject to change)	Week of 11/9/2020

1.3.2 Eligibility to Submit Responses

Public entities, private for-profit companies, and non-profit companies and institutions are invited to submit a response to this document.

1.3.3 Debarment

Respondents must complete and submit the “Debarment, Performance and Non-Collusion Certification Form provided in Appendix B. Failure to provide this certification may result in the disqualification of the Respondent’s proposal, at the University’s discretion.

Submission of a signed response in response to this solicitation is certification that your firm (or any subcontractor) is not currently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Submission is also agreement that the University will be notified of any change in this status.

1.3.4 Response Understanding

By submitting a response, the Respondent agrees and assures that the specifications are adequate, and the Respondent accepts the terms and conditions herein. Any exceptions should be noted in your response.

1.3.5 Response Validity

Unless specified otherwise, all responses shall be valid for ninety (90) days from the due date of the response.

1.3.6 Non-Response Submission

The University will not consider non-responsive submissions, i.e., those with material deficiencies, omissions, errors or inconsistencies or that otherwise do not follow instructions. The University in its sole discretion will determine what is Non-Responsive.

1.3.7 Pre-Bid Event

The University will invite interested parties to participate in a virtual Pre-Bid Event to hear more about the Project from UMaine (further information will be provided as an addendum to this RFQ at a later date). Following the event, a list of attendees will be distributed to facilitate the assembly of fully qualified Respondent teams.

1.3.8 Response Submission

A **SIGNED** virus-free electronic copy must be submitted as follows:

- The response must be received electronically to the E-Mail shown in the **Response Submission Information** section of the cover page of this document.
- Electronic submission must be received by the required **Response Deadline Date/Time** reflected on the cover page of this document.
- Response submissions that exceed 20 MB will be submitted with multiple emails modifying email subject line shown in the **Response Submission Information** section of the cover page of this document to include: Submission 1 of X ('X' representing the number of files being submitted).

2.0 EVALUATION PROCESS

2.1 Method of Review

Section 2.2 constitutes the submittal requirements for RFQ responses. Respondents determined to be qualified through an evaluation of RFQ responses will be invited to participate in the RFP process. The RFP will be made available only to Respondents identified as qualified for the Project as a result of the RFQ process.

The RFQ submission process comprises two parts, a Notification of Interest and an RFQ Response. The University will invite interested parties to participate in a virtual Pre-Bid Event (further information will be provided as an addendum to this RFQ at a later date). All Respondents must follow the order provided below to facilitate the University's review of the responses.

The University will review all submitted responses for completeness in accordance with the submission requirements and assess in the areas of project approach, strategic alignment and financial feasibility, technical and financial capability, team comprehensiveness and quality, relevant project experience, and references, with respect to the standards set forth in this RFQ. The Institution will not consider any response to the RFQ that does not completely fulfill these requirements. The Institution reserves the right to accept or reject any or all submissions. Upon evaluation, the University will select the most qualified Respondents to invite to respond to an RFP. Respondent teams will need to identify the firm that is the primary Respondent. Only the primary Respondent will be guaranteed participation in the RFP process, and the primary Respondent may make changes to other team members after the RFP qualification in the best interest of the Project.

The following lists all criteria for the areas of interest to the Institution:

1. **Project Approach:** a creative and thought-forward strategy that provides UMaine with a strategic, high-quality adaptive reuse Project that aligns with the mission of the Institution.
2. **Strategic Alignment and Financial Feasibility:** a clearly demonstrated alignment of the Project with UMaine's mission and purpose and articulation of how redevelopment concepts will be responsive to the market and economically viable.
3. **Team Comprehensiveness, Technical and Financial Capabilities / Relevant Experience & References:** demonstrated capability of the Respondent team to deliver the Project and approach to retaining potential additional effective team members to provide high-quality services.

2.2 Submittal Requirements

2.2.1 Notification of Interest (required for participation in Pre-Bid Event)

All entities interested in submitting a Request for Qualifications must submit a Notification of Interest. The Notification of Interest must include the firm's name, firm overview, contact information and intended role for the Project (i.e. developer, general contractor, operator, manager, end-user/tenant, historic tax credit expert,

etc.). The Notification of Interest must be limited to one page and follow the template provided in Appendix C.

2.2.2 Request for Qualifications (not required for end-users/tenants)

2.2.2.1 Project Approach

UMaine requests interested Respondents to provide a statement which describes a range of proposed high-level market segments (e.g. hospitality, commercial, multi-family housing) for the adaptive reuse of Coburn and/or Holmes Halls. The statement should demonstrate the Respondent's approach to defining the highest and best use for the buildings. Respondents should articulate how the proposed partnership will be mutually beneficial for the Respondent and UMaine. It is Respondents' responsibility to confirm their proposed strategy meets HTC requirements.

2.2.2.2 Strategic Alignment and Financial Feasibility

Respondents must demonstrate how the proposed concept is strategically aligned with UMaine's vision and responsive to the market. Respondents should explain how the proposed concept will be economically viable. Respondents are not required to provide cost estimates or proformas as part of this RFQ.

2.2.2.3 Team Comprehensiveness and Quality

- a. Description of Project Team: Respondents must indicate the capability of their firm or team to design, renovate, finance, operate, and maintain the Project. The description should include an explanation of the team selected, a brief overview of each firm, the firm's relevant experience, and the roles of each of the firm's key personnel and their resumes. Respondent teams should indicate the firm designated as the primary Respondent.
- b. Contact Person: Provide a single contact person for all future communication with UMaine. Disclose the contact person's name, title, organization, address, telephone number, and e-mail address.
- c. Controlling Interest: Identify the individuals or companies who hold a major or controlling interest in the Project.

2.2.2.4 Technical and Financial Capability

UMaine requests Respondents to demonstrate that their proposed team has the capabilities to deliver their proposed strategy for the Project. The Respondents should demonstrate that they possess the technical and financial capability necessary for their specific expertise. Respondents should provide evidence for the following, as they apply to their specific role on the Project:

- Experience in development; proposed team has successfully met design and construction requirements for similar projects to their

- proposed concept and is able to complete projects on schedule and budget. Prior public-private experience should be highlighted;
- Experience in renovating and rehabilitating historic buildings;
 - Experience in sustainable building design and development;
 - Experience in operating and maintaining assets like the proposed asset type;
 - Advanced knowledge of facilities maintenance, repair, construction, and practical application of equipment and materials; and,
 - Demonstrated understanding of facility aging behavior to assess and determine the applicability of remedial maintenance action and lifecycle management.

Respondents must provide specific evidence that they have the appropriate financial resources available or access to financing for their proposed Project by providing the following information:

- Available financial resources;
- Capability of raising capital (public-placement debt, private-placement debt, equity, other) in the current capital market;
- The number and size of past relevant transactions; and,
- Specific experiences on past relevant transactions, including the deal structure related to planning, designing, constructing, maintaining, and operating the asset(s).
- In addition, include any experience using historic tax credit incentives for real estate development.

2.2.2.5 Relevant Experience & References

Provide a list, in order of relevance to the Project, of at least three (3) recent comparable projects in which the proposing respondents have participated, preferably projects that were developed within the past ten (10) years. Respondents are requested to include projects that have relevance to the Project opportunity described in this RFQ. Each included project should list the teaming structure. Additionally, the respondents should identify any instances that the current team structure (in response to this RFQ) collaborated previously. If applicable, materials marked as proprietary or confidential will be considered as such.

For each of the three (3) required comparable recent projects, a general project description must be provided along with the following specific information submitted in the order and format prescribed:

- Title of project;
- Owner of project with a representative's name, phone number and e-mail address;
- Location of project;
- Use(s) of facilities (types of spaces included in facilities);
- Square footage of facilities in total and by types of space (i.e. retail, housing, dining, recreational, entertainment, etc.);
- Total project cost of facilities constructed on the site;
- Construction costs on a per square foot basis for the facilities;
- Architect for the project;
- General contractor and/or construction manager for the project;

- Approach to ensuring diversity contractor and subcontractor inclusion;
- Incorporation of the local community into the project through various types of partnerships and/or collaboration;
- Construction timeline and opening date – how delivery schedule aligns with original schedule;
- Photographs of the completed project or if the project has not been constructed, architectural renderings of the project;
- Structure of contract with the owner (i.e. design, renovate, finance, operate, maintain); specify developer's operation and maintenance obligations;
- For any developments that involve revenue sharing or profit splitting with the owner(s), a summary of the structure of the general financial arrangements with owner;
- A brief summary of the P3 financial structure used for each project (i.e. 501(c)(3), debt/equity, concessionaire, or others).

2.3 Award

Upon evaluation of RFQ responses, the University will select the most qualified Respondents to invite to respond to an RFP. Only the primary Respondent will be guaranteed participation in the RFP process.

The University reserves the right to waive minor irregularities, which may include contacting the Respondent to resolve the irregularity. Scholarships, donations, or gifts to the University, will not be considered in the evaluation of responses. The University reserves the right to reject any or all responses, in whole or in part, and is not necessarily bound to accept the lowest cost response if that response is contrary to the best interests of the University. The University may cancel this request or reject any or all responses in whole or in part. Should the University determine in its sole discretion that only one Respondent is fully qualified, or that one Respondent is clearly more qualified than any other under consideration, an Agreement may be awarded to that Respondent without further action.

2.4 Award Protest

Respondents may appeal the award decision by submitting a written protest to the University of Maine System's Chief General Services Officer within five (5) business days of the date of the award notice, with a copy of the protest to the successful Respondent. The protest must contain a statement of the basis for the challenge. Further information regarding the appeal process can be found at:

http://staticweb.maine.edu/wp-content/uploads/2015/07/APL_VII-A_20150630-FINAL.pdf?565a1d

If this RFQ results in the creation of a pre-qualified or pre-approved list of vendors, then the appeal procedures mentioned above are available upon the original determination of that vendor list, but not during subsequent competitive procedures involving only the pre-qualified or pre-approved list participants.

3.0 RESPONSE FORMAT REQUIREMENTS

3.1 General Format Instructions

3.1.1 Electronic Submissions

Documents submitted as part of the electronic response are to be prepared on standard electronic formats of 8-1/2" x 11" and of PDF file type. Submissions requiring additional supporting information, such as, foldouts containing charts, spreadsheets, and oversize exhibits are permissible and must be submitted as Appendices, clearly numbered and referencing the Section in which they provide supporting information.

For clarity, the Respondent's name should appear on every document page, including Appendices. Each Appendix must reference the section or subsection number to which it corresponds.

3.1.2 Respondents Responsibility

It is the responsibility of the Respondent to provide all information requested in the document package at the time of submission. Failure to provide information requested in this document may, at the discretion of the University's evaluation review team, result in a lower rating for the incomplete sections and may result in the response being disqualified for consideration. Include any forms provided in the application package or reproduce those forms as closely as possible. All information should be presented in the same order and format as described in this document.

3.1.3 Brief Response

Respondents are asked to be brief and to respond to each question listed in the "Response to Questions" section of this document. Number each response in the response to correspond to the relevant question in this document.

3.1.4 Additional Attachments Prohibited

The Respondent may not provide additional attachments beyond those specified in the document for the purpose of extending their response. Any material exceeding the response limit will not be considered in rating the response and will not be returned. Respondents shall not include brochures or other promotional material with their response. Additional materials will not be considered part of the response and will not be evaluated.

3.2 Response Format Instructions

This section contains instructions for Respondents to use in preparing their response. The Respondent's submission must follow the outline used below, including the numbering of section and sub-section headings. Failure to use the outline specified in this section or to respond to all questions and instructions throughout this document may result in the response being disqualified as non-responsive or receiving a reduced score.

The University and its evaluation team for this document have sole discretion to determine whether a variance from the document specifications should result in either disqualification or reduction in scoring of a response.

Re-phrasing of the content provided in this document will, at best, be considered minimally responsive. The University seeks detailed yet succinct responses that demonstrate the Respondent's experience and ability to perform the requirements specified throughout this document.

3.2.1 Notification of Interest

3.2.1.1 Section 0 – Notification of Interest

- 3.2.1.1.1 Label this response - Section 0 – Notification of Interest
- 3.2.1.1.2 Insert Appendix A – University of Maine System Response Cover Page
- 3.2.1.1.3 Insert Appendix B – Debarment, Performance and Non-Collusion Certification
- 3.2.1.1.4 Insert Appendix C – Notification of Interest

3.2.2 Request for Qualifications

3.2.2.1 Section 1 - Response Cover Page

- 3.2.2.1.1 Label this response - Section 1 – UMS Response Cover Page
- 3.2.2.1.2 Insert Appendix A – University of Maine System Response Cover Page
- 3.2.2.1.3 Insert Appendix B – Debarment, Performance and Non-Collusion Certification

3.2.2.2 Section 2 - Submittal Requirements

- 3.2.2.2.1 Label this response - Section 2 – Submittal Requirements
Insert responses to submittal requirements in section 2.2:
 - 2.2.2.1 Project Approach
 - 2.2.2.2 Strategic Alignment and Financial Feasibility
 - 2.2.2.3 Team Comprehensiveness & Quality
 - 2.2.2.4 Technical & Financial Capability
 - 2.2.2.5 Relevant Experience & References