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Office of Strategic Procurement  
Request for Proposals (RFP)

University of Maine System (UMS)  
Public Private Partnership for Student Housing  
#2021-035

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**Response Submission Information:**

Submitted electronically to [UMSResponses@maine.edu](mailto:UMSResponses@maine.edu)  
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## 1.0 INTRODUCTION

### 1.1 Definitions, Background, and Purpose

#### 1.1.1 Definitions

The University of Maine System will hereinafter be referred to as “the University” or “UMS”. 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 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 at Farmington

The University of Maine at Farmington (“UMF”) is the birthplace of public higher education in Maine and has earned a national reputation for excellence. Established in 1864, it is a small, selective public liberal arts college, serving primarily full-time, traditional-age undergraduates in a residential setting. UMF offers quality programs in teacher education, human services, arts and sciences and professional studies. At Farmington, students feel connected, deeply woven in the roots of the community. Through hands-on learning, the sharing of ideas, debating of issues and pursuit of research, our professors become an active part of their student’s lives, helping them engage and succeed in a place where they are valued, inspired, and empowered. Located in the foothills of the mountains of western Maine, UMF offers the perfect mix of the active outdoor lifestyle with the quintessential New England college town. With enrollment at around 1,800 full-time students, UMF is about the same size as many of New England’s most selective private colleges and offers many of the same advantages, yet at a very affordable price—providing a tremendous college value in a spectacular natural setting.

##### University of Maine at Presque Isle

For more than a century, the University of Maine at Presque Isle (“UMPI”) has been helping students find their path to great professional careers, providing its 1,100 traditional and non-traditional students from all areas of the state, country, and world with life-changing opportunities in a caring, small-university environment. UMPI combines liberal arts and selected professional programs and serves as a cultural and educational resource for the entire region. The campus sits on 150 acres surrounded by the rolling hills and potato fields of northern Maine and strives to be the region’s premier learning institution while helping to stimulate cultural and economic development in Aroostook County and the State of Maine. UMPI serves as an educational and cultural center for the area and its facilities are utilized for lectures, programs, concerts, dance performances, exhibits, and plays that benefit the entire region.

### 1.1.3 Purpose

The University of Maine System is issuing this Request for Proposals (“RFP”) to Respondents that have been deemed qualified to advance to the proposal phase of the solicitation process for the development of two student housing facilities on two UMS campuses: the first phase of a two-phased project of 180 to 200 total full-suite townhouse-style beds at UMF (Phase I will include 90 to 100 beds) and a 200- to 220-bed suite-style project at UMPI (“the Project”). UMS desires to select a Respondent to design, build, finance, and potentially operate and maintain the Project.

This document expands upon the specific requirements of each development within the Project, which were initially described within the Request for Qualifications (“RFQ”), dated March 8, 2021. Respondents are responsible for ensuring that their proposal includes all information requested in this RFP and appropriately addresses their development approach to each student housing facility. Respondents should review **1.2 Specifications / Scope of Work** of this document to see the full scope of services required. Respondents must be familiar with specific language in Sections 1.2.1 and 1.2.2 of the RFQ, including:

- University Context and Existing Housing Conditions
- Strategic Outcomes

Proposals will be evaluated for their quality, concept alignment with desired strategic outcomes, financial viability, and demonstrated capability of the Respondent to deliver the Project. Following the submission of proposals, Respondents will participate in a virtual interview with representatives from UMF, UMPI, and UMS. The Respondent to which the agreement is awarded will participate in subsequent negotiations with UMS on the agreements necessary to deliver the Project.

This document provides instructions for submitting responses and outlines the procedure and criteria for evaluation and award. Information submitted and contained within the RFQ will be considered together with the review of responses to this RFP unless changes are noted by the Respondent within their proposal.

## 1.2 Specifications / Scope of Work

### 1.2.1 The University of Maine at Farmington (UMF)

UMF is interested in developing a new student housing facility located on existing University-owned property as part of a multi-phased student housing reinvestment strategy. The new student housing facility will be delivered in two phases of similar size and scope. Each phase will replace an existing residence hall on UMF's campus. UMF anticipates that the selected Respondent will complete both phases of the new student housing development.

For this RFP, UMF is focused on Phase I of the new student housing development with a delivery date of Fall 2023. After completion of Phase I, UMF will assess student demand and evaluate the achievement of jointly defined key performance indicators prior to commencing Phase II. The following sections outline the specific requirements for Phase I.

#### 1.2.1.1 Program Overview

Phase I of the new student housing development on UMF's campus will include 90-100 beds in full-suite configuration to be designed, built, financed, and potentially operated and maintained by the selected Respondent. Phase I will be located on the current site of Dakin Hall in UMF's residential corridor and will be constructed following Dakin's demolition, replacing 147 traditional-style beds on campus.

As outlined in the RFQ, Phase I of the new student housing development will further UMF's efforts to enhance the quality and value of its residential experience. UMF desires to provide its students with a residential experience that supports the needs and maturity levels of all class levels. This new student housing development targets upper-division students and therefore should offer units that provide students with a high degree of privacy and independence while remaining affordable.

UMF determined an appropriate unit type mix and associated rental rate structure through preliminary financial modeling and a student housing market analysis, completed in conjunction with Brailsford & Dunlavey in September 2020. This preliminary feasibility analysis indicated that a new student housing project on UMF's campus would require a low construction cost to allow for highly affordable room rates competitive with the off-campus market. Consequently, UMF anticipates the new student housing development will deliver a combination of single- and double-occupancy bedrooms in four-bedroom two-bathroom full-suite units in a highly efficient townhouse-style configuration. It is the Respondents' responsibility to propose the breakdown of single- and double-occupancy bedrooms in accordance with B&D's market analysis.

To achieve affordability and efficiency goals while accommodating maximum demand for student housing, UMF anticipates that the new student housing development will offer the following range of rental rates to students:

- \$875 to \$925 per month (2021\$), single occupancy bedroom
- \$670 to \$720 per month (2021\$), double occupancy bedroom

UMF remains committed to its strategic and financial objectives for Phase I and is willing to consider a range of physical solutions that delivers townhouse-style unit types in the most cost-effective way possible.

### 1.2.1.2 Site Conditions

#### Development Boundary

The project site at UMF (outlined in Figure 1 below) is bounded by Perkins Street to the north and Lincoln Street to the South. The site borders Lockwood Hall to the West and Francis Allen Black Hall to the East. The site is currently owned by UMF.

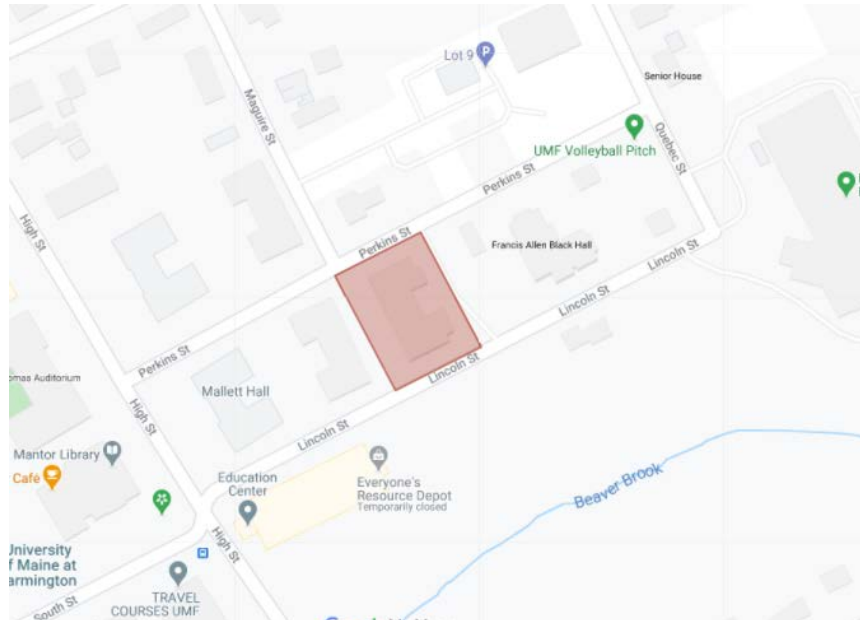


Figure 1: UMF Development Boundary

#### Existing Structures

The project site at UMF has an existing structure, Dakin Hall, a four-story, 147-bed residential facility. Dakin Hall connects to Lockwood Hall via an outdoor covered walkway. Dakin Hall is currently unoccupied. The selected Respondent will be responsible for the demolition of Dakin Hall and must incorporate associated demolition costs in their development budget.

In addition, UMF is conducting a Phase I Environmental Site Assessment for Lockwood and Dakin Halls. The Environmental Site Assessment will be posted as an addendum prior to the submission deadline for this RFP. Additional site plans can be found in Appendix I-1.

#### Utilities

The selected Respondent will be responsible for delivering the capacity for all utilities required to adequately service the Project. Below is a summary of some of the utilities that are expected for the Project:

#### i. **Electrical**

The selected Respondent will be responsible for coordinating electric utility delivery with UMF and Central Maine Power.

ii. **Storm and Domestic Water**

The selected Respondent will be responsible for any improvements and updates to the storm and domestic sewer in the Project site at UMF in coordination with the Town of Farmington.

iii. **Sewer**

The selected Respondent will be responsible for delivering sanitary sewer services in the Project site at UMF along with any necessary upgrades to the Project area in compliance with the Town of Farmington.

iv. **Central Heat Plant**

The selected Respondent will be responsible for connecting the new development pathways to UMF's central heat plant. There are three injection boilers on the Dakin site that accommodate campus-wide services and must remain on this site. All costs to deliver heat to the site will be the responsibility of the selected Respondent.

v. **Building Automation and Energy Management.** Building controls must be compatible with Trane.

vi. **Telecommunications/Data**

The selected Respondent will be responsible for providing a dedicated pathway per UMF's standards. The selected Respondent will be responsible for coordinating with the provider.

vii. **Backup Power**

The selected Respondent will be responsible for providing backup power for emergencies, including lights, heat, and door access.

### 1.2.1.3 Design Objectives

The Respondents should review the desired design and programmatic objectives in detail. **Any deviations from the provided materials should be indicated and justified by the Respondent.** Any impact to the development budget assumed in the response (due to deviation in the design/program materials) should also be described. Additionally, all required furniture, fixtures, and equipment ("FF&E") should be provided by the selected Respondent as described below.

#### Project Design Requirements

i. **General Design Requirements**

- i. All residential units must be equipped with door locks on all internal doors and electronic access control with card readers on all exterior doors.
- ii. The Project's keying system must align with UMF's master key system. Electronic access must be compatible



with Transact/BlackBoard system and internal cores must be Schlage cores. Card-reader keys for interior doors are optional.

- iii. Wireless internet will be available throughout the facility and grounds with adequate load for multiple devices. Data drops are expected to be provided in all shared/public spaces.
  - iv. Interior and exterior lighting that is consistent with UMF's standards and compliant with all applicable codes is required.
  - v. Adequate design for emergency vehicle access and security access as required by code.
  - vi. Clear signage on building exteriors, as well as wayfinding throughout the building(s) and surrounding grounds is required.
  - vii. All spaces, including ADA accessible units, must be accessible in accordance with applicable codes and UMS Design Criteria (Appendix G).
- ii. **Common Areas and Shared Amenities**
- i. Common space for residential programming should be provided, including a shared office space for residential life use.
  - ii. A shared laundry facility with a minimum of three washers and dryers (1 washer and dryer per 30 students) should be provided.
  - iii. The selected Respondent will be responsible for proposing common trash and recycling disposal program and related areas. Stations must be kept clean and have signage consistent with UMS Design Criteria.
  - iv. An exterior public courtyard space should be provided in accordance with zoning and site requirements.
  - v. Auxiliary storage and/or a bike storage room may be provided for public use at the discretion of the selected Respondent.
  - vi. All exterior public spaces must be fully ADA accessible.
  - vii. All other spaces must be accessible in accordance with applicable codes and UMS Design Criteria.
- iii. **Residential Units**
- i. To remain consistent with the affordability objectives for this Project, UMF will rely on the selected Respondent to be creative when programming highly efficient individual residential units.
  - ii. The Project at UMF will include individual 4-bedroom full suite units anticipated in a townhouse-style configuration as a likely cost-saving option.
  - iii. Each unit will have one living / common space, one kitchenette, four single or double occupancy bedrooms, and two full bathrooms.

- iv. Each kitchenette will have one full-sized refrigerator, one microwave, adequate counter space and cabinets, a sink, and a broom closet.
- v. For safety, kitchenettes must include the following features:
  - a. Fire extinguishers in accordance with code requirements.
  - b. GFI outlets
  - c. Smoke and heat detectors
- vi. All residential units will have:
  - a. Windows and lighting. Each window will include window shades that allow daylight.
  - b. Lockable bedroom and bathroom doors
  - c. Peepholes provided at front entry door
  - d. Individual unit temperature controls
- vii. All bathrooms will have:
  - a. One toilet, one shower, and one sink
  - b. A sink vanity with mirror, lighting, and electrical outlets
  - c. Exhaust to the exterior per local building code requirements at a volume respective to the status pressure of ductwork
- viii. Flooring should consist of hard/resilient flooring in all areas.
- ix. Walls should be designed to attenuate sound between living areas and non-residential areas.
- x. All residential bedrooms must include two data drops per bed.
- xi. In-unit air conditioning is desired but not a requirement.

iv. **Furniture**

- i. Respondents should propose pricing models with the following furniture packages. Respondents must delineate furniture pricing in their development budgets.
  - a. One or two twin-extra-long beds per bedroom based on room occupancy
  - b. One or two desks per bedroom based on room occupancy
  - c. One chair per desk
  - d. One or two dressers per bedroom based on room occupancy
  - e. Soft seating for living/common space and kitchen, including chairs/couch, dining table/counter and chairs/stools
  - f. One standard-sized (10-20 gallon) trash bin (black) and one standard-sized (10-20 gallon) recycle bin (blue) with clear signage and labels. Design of signage and labels will be provided by UMF to be congruent with the rest of campus.

Site and Exterior Objectives

Site Orientation

The selected Respondent will be responsible for ensuring that the new student housing development's design integrates into UMF's campus and is consistent with UMF's Master Plan. Following the RFP process, UMF will work with the selected Respondent to determine building orientation and desired access points consistent with the existing streetscape, campus green space, and campus safety/security objectives.

Phase I of the Project at UMF will be built on the existing Dakin Hall site, with an anticipated future Phase II to be built on the adjacent Lockwood Hall site. Phase I must be designed in a way that allows for a contiguous Phase II development in the future. UMF welcomes feedback from qualified Respondents as to how to maximize the site for multiple phases of student housing development.

#### Parking

There will be no parking as part of this Project except for convenience parking for accessibility and zoning ordinance requirements. UMF assumes that most residential parking will be handled by the broader campus parking system, except for minimum on-site parking for emergency vehicles, ADA compliance, and limited loading and unloading.

#### Campus Green / Landscape

The selected Respondent will be responsible for rebuilding the existing multi-use pedestrian green space in between Lockwood and Dakin Halls. The redeveloped green space should provide east-west connectivity across the site and contain adequate lighting, benches, and outdoor amenities. The green space must be designed to be contiguous with a future Phase II development on the Lockwood site.

All site work identified as site area in Phase I, including the campus green as identified above, should be included in the scope of work and development budget.

#### Exterior Design Requirements

The exterior elements of the Project must include the following key components:

- i. The exterior of the building(s) should relate to the existing context and complement the scale and material of UMF's surrounding campus neighborhood.
- ii. All primary exterior entrances to each unit should be ADA accessible and compliant with accessibility standards outlined in UMS's Design Criteria.
- iii. Site development and campus green should provide adequate and fully accessible sidewalks for connectivity to existing and future pedestrian walkways.
- iv. Wireless internet shall be provided throughout all exterior quads, plazas, walkways, and public areas throughout the Project.

- v. Exterior signage shall be reviewed and approved by UMF during the design process.
- vi. Trash and recycling collection / disposal will occur in a convenient location and designed in a way that does not detract from the Project's site and landscape design. Selected locations for collection / pick-up areas should consider vehicle logistics and minimizing noise disturbance for living units.
- vii. Grounds should be designed to minimize storm water run-off using best practices of Municipal Separate Stormwater Sewer Systems (MS-4s) compliant communities.

#### Code and Planning Requirements

The selected Respondent's design team shall ensure that all relevant documents comply with all applicable codes, regulations, and orders in effect at the time of permitting. The design team shall submit a list of codes to which the Project is subject.

The Town of Farmington Office of Code Enforcement and Planning is responsible for licensing building and trade contractors and inspecting properties and processing various permit applications. Furthermore, the selected Respondent is responsible for working directly with the Town of Farmington Office of Code Enforcement and Planning to obtain a building permit, including health and other permits. UMF will leverage existing relationships to provide support to the selected Respondent during the permitting process as needed. Further details regarding the permitting and zoning process are provided in the following link:

<https://www.farmington-maine.org/municipal-departments/departments/code-enforcement-planning>

#### Construction and Architectural Guidelines

The Project design at UMF should prioritize resident cost, efficiency, durability, sustainability, and architectural compatibility with its immediate context and the UMF campus holistically. Respondents must submit proposals that achieve these objectives and comply with UMS's design guidelines, found in Appendix G.

- i. UMF's ultimate goal, in order of importance, is a building(s) that is affordable, efficient, and sustainable. As such, proposals containing deviations from the aforementioned design guidelines and standards are encouraged, provided they better align with the goals as detailed above. **Any deviations from the provided design guideline materials should be noted and justified, along with how the deviations impact the selected Respondent's assumed development budget, design, or program in the response.**
- ii. The selected Respondent's submission should endeavor to align with UMF's sustainability objectives listed in Section 1.2.1.3 (listed below).
- iii. Ultimate review and approval by UMF of the Project's design, and any proposed deviations, will be required

through all phases of the design and construction process.

#### Sustainability Objectives

UMF is interested in incorporating sustainable design and construction practices into all current and future projects, particularly those that save energy and decrease operating costs from utilities. Respondents are encouraged to achieve LEED Silver standards. Formal LEED Silver accreditation is not required.

#### IT Requirements

UMF expects that Respondents will include IT infrastructure and connectivity in their development budgets, and that the long-term operator assumes responsibility for maintaining and reinvesting in infrastructure / equipment on an as needed basis. The selected Respondent should follow all UMF IT guidelines regarding IT infrastructure, and design of IT infrastructure and connectivity should be done in coordination with UMF IT. The Respondents should propose IT networking and connectivity solutions which meet with or exceed UMF technology standards for students. The UMS IT Communication Standards document can be found in Appendix L.

For internet and cable/cable streaming, the selected Respondent may elect to engage in a community-wide delivery strategy instead of each individual unit entering individual contracts. This is to be determined at the discretion of the selected Respondent and their preferred operator and should be commensurate with a high-quality residential experience that students may be able to pursue elsewhere in the Farmington market.

#### 1.2.1.4 **Financial Objectives**

The new student housing development is an imperative first step for UMF to begin reinvesting in its existing residence halls. Therefore, UMF's priority is to ensure that the new student housing development provides a safe, high-quality, and cost-effective living environment that supports the overall well-being of its diverse residential community and achieves positive annual cash flow to support its future reinvestment projects in existing campus housing facilities. Further information regarding UMF's strategic priorities for student housing can be found in Section 1.2.1.3 of the RFQ.

Respondents should explore a range of financing, delivery, and ownership structures and propose the best approach that is aligned with UMF's objectives. UMF will collaborate with the selected Respondent to evaluate the proposed strategies and select their preferred financing, delivery, and ownership structure.

As such, UMF is open to exploring a wide range of financing and ownership options for the new student housing development to determine the best value. The range of options may include:

- Full Project financing by the selected Respondent;

- Full Project financing by a 501(C)(3) owner;
- Full Project financing by UMF, primarily through revenue bonding; and
- A combination of partial Project financing by the selected Respondent and partial Project financing by UMF.

**Please provide at least one option that does not require any financial commitment or backstop by UMS or the institution.**

UMF desires to minimize any negative impact to UMS's credit rating in the selection of a financing solution for the Project. In evaluating financial options, UMF will also consider the impacts that various financing structures will have on its balance sheet, debt ratios, and budget.

**1.2.1.5 Delivery Timeline**

UMF anticipates a Fall 2023 Project delivery. Respondents should anticipate this delivery timeline when developing their schedule, phasing, and financing plans for the Project.

**1.2.1.6 Operations and Maintenance Objectives**

UMF's current student housing operating expenses average \$2,934 per bed (2021\$). The institution is interested to understand whether a private, third-party operator could creatively deliver value by providing more cost-efficient operations, administrative responsibilities (billing, marketing, leasing), custodial, facility maintenance, and capital reinvestment analysis/oversight for the new student housing development.

For the purposes of this RFP, UMF has identified the maintenance and operational needs for the Project, described below.

**i. Custodial/Service Contracts, Landscaping, and Facility Maintenance**

UMF considers custodial and maintenance staff to be important partners in creating an outstanding experience for students. The selected Respondent (or operator) may be responsible for custodial and general maintenance services within the Project. For UMF's maintenance and custodial guidelines, please refer to Appendix H-1. In responding to this RFP, Respondents should assume covering the costs associated with these Project components. Landscaping and all associated costs must also be included in the maintenance and operations proposal by Respondents. Subject to a future operating agreement, the selected Respondent (or operator) and UMF may conduct joint facility inspections to ensure a high-quality experience is being provided to residents.

**ii. Asset Management**

Responsibility for asset management services (i.e. long-term capital planning and implementation) within the Project may vary according to the ownership of the improvements. For the purposes of this RFP, please assume that the selected Respondent will handle this responsibility.

- a. **Repair, Replacement, and Renovation.** Long-term asset management/capital investment will need to be coordinated with UMF to ensure the financial health of the Project throughout the proposed operating agreement term. To support the asset management needs of the Project, please assume the Developer will be responsible, at its expense, for all maintenance, routine replacement of fixtures and equipment, and all life-cycle maintenance and repairs. To provide assurance for the costs of these items, the Developer will be required to fund a replacement and repair reserve to be placed in escrow at an amount in accordance with a budget that is approved annually by UMF. The Developer will be responsible for the marketability of the improvements and a portion of the reserve requirement will be to provide funds for renovation and refitting to keep the Project attractive to residents. Any operating agreement will contain provisions for review and approval by UMF of the level of reserves, the maintenance requirements, and to address the need for renovations. UMF and the selected Respondent will mutually agree to a procedure for carrying out both scheduled and unscheduled inspections of the facilities.
- b. **Asset Reversion.** At the conclusion of the term of the agreement, any improvements located on the site will remain and shall be delivered to UMF fully operational and in good condition as determined jointly by UMF and the selected Respondent. Any improvements to the asset should be returned with at least twenty percent (20%) of their useful life remaining at the expiration of the term.

iii. **Leasing, Unit Assignments and Billing/Collections**

UMF may partner with the selected Respondent under a shared services arrangement wherein UMF provides administrative functions, such as billings, assignments, revenue collection, etc. For the RFP response, Respondents (or their selected operator) should assume reimbursing all costs associated with delivering these services in their budget.

For the purpose of leasing, UMF is assuming twelve-month leases and will work with the selected Respondent, through the execution of operating agreements, to determine how rent will be collected and other critical responsibilities. During negotiations, the frequency of payments, collection of payments, and the pursuit of bad debt will need to be discussed.

iv. **Marketing**

UMF will assume the responsibility for the marketing of the residential components contained within the Project. For the purpose of the proposal response, Respondents should not

assume covering any direct marketing costs and/or risk associated with assuming marketing responsibilities.



## 1.2.2 The University of Maine at Presque Isle (UMPI)

UMPI is interested in developing a new student housing community located on existing University-owned property on campus as part of a broader student housing reinvestment plan. The new student housing development will support UMPI's efforts to create a residential quad for its growing student community, as outlined in UMPI's Master Plan. Additional details about UMPI's Master Plan can be found at the following [link](https://www.umpi.edu/offices/wp-content/uploads/sites/4/2019/08/UMPI-Master-Plan-Final_w-Appendices-Reduced.pdf) ([https://www.umpi.edu/offices/wp-content/uploads/sites/4/2019/08/UMPI-Master-Plan-Final\\_w-Appendices-Reduced.pdf](https://www.umpi.edu/offices/wp-content/uploads/sites/4/2019/08/UMPI-Master-Plan-Final_w-Appendices-Reduced.pdf)).

### 1.2.2.1 Program Overview

The Project at UMPI will include 200-220 suite-style beds to be designed, built, financed, and potentially operated and maintained by the selected Respondent. The new student housing facility will be located on UMPI's campus on a site outlined in UMPI's Master Plan.

As emphasized in the RFQ, UMPI is committed to affordability as a key driver for the Project, and the selection of a Respondent will partly be based on their ability to deliver a high-quality, affordable housing facility. UMPI is open to exploring a range of physical solutions that best merge its commitment to affordability and the provision of independent unit types on campus.

A series of student housing market analyses completed by Brailsford & Dunlavey, Inc. in July 2020 and January 2021 confirmed student demand for additional private, independent unit types on campus. Based on the results of the market analysis, UMPI anticipates that the new student housing facility will be composed of an equal (50/50) combination of the following unit types:

- Two-Bedroom / One-Bathroom Semi-Suite Units
- Two-Bedroom / One-Bathroom Full-Suite Units

To deliver an affordable housing experience to students while offering in-demand unit types on campus, UMPI anticipates that the new student housing facility will achieve a low cost of construction and contain approximately 45% single-occupancy bedrooms and 55% double-occupancy bedrooms. UMPI anticipates offering these units at the following per-person rates. All monthly rates are in 2021. Please note that these rental rates are calculated based on a 10-month academic calendar, but will be collected in nine monthly installments:

- |                                   |               |
|-----------------------------------|---------------|
| ▪ Two-Bedroom Semi-Suite (Single) | \$615 - \$637 |
| ▪ Two-Bedroom Semi-Suite (Double) | \$583 - \$605 |
| ▪ Two-Bedroom Full-Suite (Single) | \$785 - \$806 |
| ▪ Two-Bedroom Full-Suite (Double) | \$647 - \$668 |

With the new student housing development's proximity to UMPI's existing housing facilities, UMPI anticipates that the new facility will be constructed in a way that forms a residential quad with Emerson and Park Halls. Further details on the specific development requirements are included below.

### 1.2.2.2 Site Conditions

#### Development Boundary

The project site at UMPI (seen in Figure 2 below) is bounded by U.S. Route 1 to its east and University Drive to its south. Emerson Hall borders the northwest corner of the site, and Park Hall borders the southwest corner. There is an existing roadway, Emerson Circle, bisecting the southwest corner of the site. The site is currently owned by UMPI.

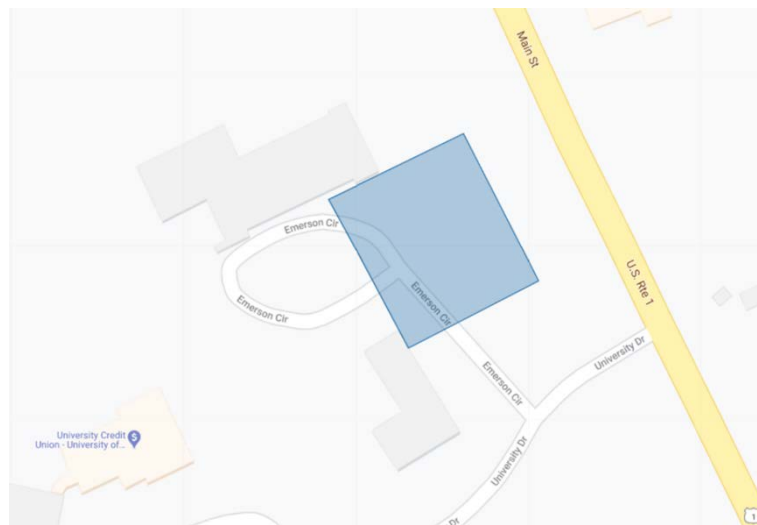


Figure 2: UMPI Development Boundary

#### Existing Structures

The Project site at UMPI is landscaped with lawn and trees and does not contain any built structures. The selected Respondent will be responsible for rebuilding the site's existing roadway (Emerson Circle) and pedestrian walkways. The new roadway and walkway should form a quad between Emerson Hall, Park Hall, and the new student housing facility.

In addition, UMPI is conducting a Phase I Environmental Site Assessment to evaluate the existing condition of the development site. The Environmental Site Assessment will be posted as an addendum prior to the submission deadline for this RFP. Additional site plans can be found in Appendix I-2.

#### Utilities

The selected Respondent will be responsible for delivering the capacity for all utilities required to adequately service the Project. Below is a summary of some of the utilities that are expected for the Project:

i. **Electrical**

The selected Respondent will be responsible for coordinating electric utility delivery with UMPI. UMPI's prefer power provider is Versant.

- ii. **Storm and Domestic Water**  
The selected Respondent will be responsible for any improvements and updates to the storm and domestic sewer in the Project site at UMPI in coordination with the City of Presque Isle.
- iii. **Sewer**  
The selected Respondent will be responsible for delivering sanitary sewer services in the Project site at UMPI along with any necessary upgrades to the Project area in compliance with the City of Presque Isle.
- iv. **Heat and Steam**  
UMPI does not have a central heat plant. The proposed development must have appropriate mechanical system to accommodate heat and steam. It is encouraged to place the mechanical system on the roof to allow for quad / green space design on the ground floor.
- v. **Telecommunications/Data**  
The selected Respondent will be responsible for providing a dedicated pathway per UMPI's standards. The selected Respondent will be responsible for coordinating with the provider.

#### 1.2.2.3 Design Objectives

Respondents should review UMPI's desired design and programmatic objectives in detail. **Any deviations from the provided materials should be indicated and justified by the Respondent.** Any impact to the development budget assumed in the response (due to deviation in the design/program materials) should also be described. Additionally, all required furniture, fixtures, and equipment ("FF&E") should be provided by the selected Respondent as described below.

#### Project Design Requirements

##### i. **General Design Requirements**

The new student housing facility at UMPI will contain the following key components to be provided by the selected Respondent:

- a. All public spaces must be fully ADA accessible. All other spaces must be accessible in accordance with applicable codes and UMS Design Criteria.
- b. Wireless internet will be available throughout with adequate load for multiple devices per student in accordance with UMS IT Communication Standards. Data drops and co-axial cable drops are expected to be provided in all shared/public spaces.
- c. Cameras shall be positioned at all building entrance and exit points. Additional cameras are required at elevators, service desks, and main circulation spaces. All cameras, as well as access control points and other security infrastructure, should be accessible (recordable/able to be copied) to UMPI Campus Safety and Security.

- d. The elevator must be sized to fit at minimum a medical stretcher and personnel in the case of an emergency.
  - i. 24-hour/7-day emergency elevator response service is required.
- e. Electronic access control with card readers should be provided on all exterior doors. The main entrance door should be equipped with automatic door operators for ADA accessibility
- f. Key system requirements:
  - i. The Project's key system must be compatible with Transact, UMPI's main key system.
  - ii. UMPI currently uses KABA peaks classic keys in conjunction with small format interchangeable cores.
  - iii. Exterior doors must be hard-wired. All interior doors must have wireless access control.
- g. Interior and exterior lighting that is consistent with UMS's design criteria is required.
- h. One access point via stairs and door access to flat roofs is required for maintenance and repairs.
- i. Adequate design for emergency vehicle access and security access per code is required.
- j. Adequate design for vehicular access points to ease flow of residential move-in and move-out processes is required.
- k. Clear signage on building exteriors, as well as wayfinding throughout the building and surrounding grounds is required and must be compliant with UMS Design Criteria and UMPI's Brand Book (UMPI's Brand Book can be found at: [https://www.umpi.edu/offices/wp-content/uploads/sites/4/2020/02/umpi-identity-standards\\_brand-book.pdf](https://www.umpi.edu/offices/wp-content/uploads/sites/4/2020/02/umpi-identity-standards_brand-book.pdf)).

**ii. Common Areas**

- a. Limited common/co-curricular spaces within the building should minimize non-revenue-generating square footage.
- b. A secure, inviting lobby with a small lounge area should provide a common living space to greet residents and guests.
- c. All entry-level common spaces should include general unisex bathrooms for parents and guests.
- d. Flooring should consist of carpeting in hallways, hard/resilient flooring in common areas, and ceramic tile in wet areas and entrances.
- e. The building must provide one automated external defibrillator ("AED") machine.
- f. Entry into the residential areas of the building shall be secure and require card access, which will be designed in accordance with UMS Design Criteria.
- g. The elevator will be configured to support heavy residential use, provide ease of maintenance, and hinder move-in or move-out peak usage. Secured access is

required between the building lobby and the elevator, which will require card readers and cameras for security. Building usage is reserved only for residents.

- h. First-floor residential units will require a lockable entryway to separate the guest spaces from the residential area.
- i. Fully furnished common areas consisting of institutional quality furniture within the building will be designed in collaboration with UMPI.
- j. One shared laundry room with a minimum of four washers and dryers (1 washer and dryer per 30 students) must be provided.

**iii. Residential Floors**

- a. To remain consistent with the affordability objectives of the Project, Respondents should limit non-revenue-generating lounge space while still maximizing opportunities for residents to interact. UMPI will rely on Respondents to be creative in their proposals regarding these spaces.
- b. ADA accessible units should be made available on each floor in accordance with local codes and in compliance with UMS Design Criteria.
- c. Waste/recycling rooms should be included on each residential floor of the facility.
  - i. The corridor waste stations should consist of one or two 32-gallon barrels for each of the following items: trash, recycling, bottles, compost, and liquids.
- d. Walls should be designed to attenuate sound between living areas and non-residential areas.

**iv. Residential Units**

- a. The new student housing development at UMPI will include suite-style units with en-suite bathrooms.
- b. The development will include a mix of single- and double-occupancy semi- and full-suite units.
  - i. Each unit in the building(s) will be provided with two bedrooms and one bathroom.
- c. In addition to the amenities offered in semi-suite units, every full-suite unit will be provided with a small living/common space and kitchenette.
  - i. Each kitchenette will have one full-sized refrigerator, one microwave, counter space and cabinetry, and a sink.
  - ii. For safety, kitchenettes must include the following features:
    - 1. Appliances to be equipped with emergency shut-off systems
    - 2. Fire extinguishers in accordance with code requirements.
    - 3. GFI outlets
    - 4. Smoke and heat detectors

- d. All residential units will have:
  - i. Windows and lighting. Smart glass that provides natural light and privacy is preferred over window blinds but not required.
  - ii. Room numbering according to UMS's design criteria (provided in Appendix G).
  - iii. Lockable bedroom and bathroom doors.
  - iv. Peepholes provided at entry doors.
  - v. Centrally controlled individual temperature controls for every unit. Temperature control should comply with Honeywell EBI system.
    - 1. Individual temperature control in each bedroom.
- e. All bathrooms will have:
  - i. One toilet, one shower, and one sink.
  - ii. A sink vanity with mirror, lighting, and electrical outlets.
  - iii. Exhaust to the exterior per local building code requirements at a volume respective to the static pressure of ductwork.
- f. In-unit air conditioning is desired but not required.

**v. Furniture**

- a. All residential units will be furnished with the following:
  - i. One bed per single bedroom; or two beds per double bedroom (twin XL beds)
  - ii. One desk per bed
  - iii. One chair per desk
  - iv. Two data drops per bed
  - v. One set of four drawers per bed
  - vi. One closet or wardrobe per bed (compliant with fire sprinkler requirements)
  - vii. One small (5-10 gallon) trash bin (black).
- b. In addition to the aforementioned items, all full-suite units will be furnished with the following:
  - i. Soft seating for living/common space and kitchenette, including chairs/couch, dining table/counter and chairs/stools

Site and Exterior Objectives

Site Orientation

The selected Respondent will be responsible for ensuring that the new student housing facility's design integrates into UMPI's campus and is consistent with UMPI's Master Plan (please find UMPI's Master Plan [here](#)). The new student housing facility must be oriented in a way to create a residential quad with Emerson and Park Halls. Following the RFP process, UMPI will work with the selected Respondent to determine building orientation and desired access points consistent with the existing City of Presque Isle's streetscape and safety/security objectives.

Parking

There will be no parking as part of this Project except for convenience parking for handicap accessibility and zoning ordinance requirements. UMPI is assuming that all residential parking will be handled by the broader campus parking system, except for minimum on-site parking for emergency vehicles, handicap spaces per code requirements, and limited loading and unloading.

Campus Green

All site work identified as site area, including the student housing quad formed by Emerson Hall, Park Hall, and the new student housing facility and outlined in UMPI's Master Plan, should be included in the scope of work and development budget.

Exterior Design Requirements

The exterior elements of the Project must include the following key components:

- i. The exterior of the buildings should relate to the existing campus context and compliment the scale and material of surrounding buildings by code.
- ii. The card access secured doors should have an alarm and camera feed for monitoring of entry, exit, and propped doors.
- iii. Wireless internet shall be provided throughout all exterior quads, plazas, walkways, and public areas surrounding the project.
- iv. Exterior signage should be reviewed and approved by UMPI during the design process.
- v. Trash, recycling, and food waste consolidation should be located behind or on the side of the building, accessible for service vehicles to load material for disposal.
- vi. Grounds should be designed to minimize storm water run-off using best practices of Municipal Separate Stormwater Sewer System (MS-4s) compliant communities.

Code and Planning Requirements

The selected Respondent's design team shall ensure that all relevant documents comply with all applicable codes, regulations, and orders in effect at the time of permitting. The design team shall submit a list of codes to which the Project is subject.

The City of Presque Isle is responsible for licensing building and trade contractors and inspecting properties and processing various permit applications. The selected Respondent will be responsible for securing planning and zoning approvals and proper zoning with the support of UMPI. Furthermore, the selected Respondent is responsible for working directly with the City of Presque Isle to obtain a building permit, including health and other permits. UMPI will leverage existing relationships to provide introductions to the selected Respondent during the permitting process. The selected Respondent must include permitting costs in their

development budget. UMPI will not provide any financial support as part of this process. Further details regarding the permitting and zoning process are provided at the following link:

<http://presqueislemaine.gov/codeenforcement/>

#### Construction and Architectural Guidelines

The Project design at UMPI should prioritize resident affordability, durability, sustainability, and architectural compatibility with its immediate context and the UMPI campus holistically. Respondents must submit proposals that achieve these objectives and comply with UMS's design criteria, found in Appendix G.

- i. The Project at UMPI is expected to be designed and constructed in accordance with all building codes and standards. It is essential that the information contained in this RFP is reviewed in detail and considered as part of the Respondents' proposals.
- ii. UMPI's ultimate goal, in order of importance, is a building that is affordable and sustainable. Proposals may suggest alternatives to the aforementioned design guidelines and standard, provided they better align with UMPI's Project goals as detailed above.
- iii. The selected Respondent's construction and design submission should endeavor to align with the sustainability objectives listed in Section 1.2.2.3 (listed below).
- iv. Any deviations from the provided design guideline materials should be noted, along with how the deviations impact the selected Respondent's assumed development budget, design, or program in the response.
- v. Ultimate review and approval by UMPI on the Project's design, and any proposed deviations, will be required through all phases of the design and construction process.

#### Sustainability Objectives

UMPI is interested in incorporating sustainable design and construction practices into all current and future projects, particularly those that save energy and decrease operating costs from utilities. Respondents are required to, at a minimum, achieve LEED Silver standards. Formal LEED Silver accreditation is not required.

#### IT Requirements

UMPI expects that Respondents will include IT infrastructure and connectivity in their development budgets, and that the long-term operator assumes responsibility for maintaining and reinvesting in infrastructure / equipment on an as needed basis. The selected Respondent should follow all UMS IT Communication standards regarding IT infrastructure, and design of IT infrastructure and connectivity should be done in coordination with UMPI IT. UMPI's prefer vendor is Network Maine. The Respondents should propose IT networking and connectivity solutions which meet with



or exceed UMS IT Communication Standards. The UMS IT Communication Standards document will be provided as Appendix L.

For internet and cable/cable streaming, the selected Respondent may elect to engage in a community-wide delivery strategy instead of each resident entering individual contracts. This is to be determined at the discretion of the selected Respondent and their preferred operator and should be commensurate with a high-quality residential experience.

#### 1.2.2.4 Financial Objectives

UMPI's priority is to ensure that the new student housing development provides a safe, high-quality, and cost-effective living environment that supports the overall well-being of its campus community and generates positive annual cash flow to UMPI. Further information regarding UMPI's strategic priorities for student housing can be found in Section 1.2.2.3 of the RFQ.

Respondents should explore a range of financing, delivery, and ownership structures and propose the best approach that is aligned with UMPI's objectives. UMPI will collaborate with the selected Respondent to evaluate the proposed strategies and select their preferred financing, delivery, and ownership structure.

As such, UMPI is open to exploring a wide range of financing and ownership options for the new student housing development to determine the best value. The range of options may include:

- Full Project financing by the selected Respondent;
- Full Project financing by a 501(C)(3) owner;
- Full Project financing by UMPI, primarily through revenue bonding; and
- A combination of partial Project financing by the selected Respondent and partial Project financing by UMPI.

**Please provide at least one option that does not require any financial commitment or backstop by UMS or the institution.**

UMPI desires to minimize any negative impact to UMS's credit rating in the selection of a financing solution for the Project. In evaluating financial options, UMPI will also consider the impacts that various financing structures will have on its balance sheet, debt ratios, and budget.

#### 1.2.2.5 Delivery Timeline

UMPI anticipates a Fall 2023 Project delivery. Respondents should anticipate this delivery timeline when developing their schedule, phasing, and financing plans for the Project.

#### 1.2.2.6 Operations and Maintenance Objectives

UMPI's current student housing operating expenses average \$2,489 per bed in 2021 dollars. The institution is interested to understand whether a private, third-party operator could creatively deliver value by providing more cost-efficient operations, administrative responsibilities (billing,

marketing, leasing), custodial, facility maintenance, and capital reinvestment analysis/oversight for the new student housing development.

For the purposes of this RFP, UMPI has identified the maintenance and operational needs for the Project, described below.

i. **Custodial/Service Contracts, Landscaping, and Facility Maintenance**

UMPI considers custodial and maintenance staff to be important partners in creating an outstanding experience for students. The selected Respondent (or operator) may be responsible for custodial and general maintenance services within the Project.

v. **Asset Management**

Responsibility for asset management services (i.e. long-term capital planning and implementation) within the Project may vary according to the ownership of the improvements. For the purposes of this RFP, please assume that the selected Respondent will handle this responsibility.

c. **Repair, Replacement, and Renovation.** Long-term asset management/capital investment will need to be coordinated with UMPI to ensure the financial health of the Project throughout the proposed operating agreement term. To support the asset management needs of the Project, please assume the Developer will be responsible, at its expense, for all maintenance, routine replacement of fixtures and equipment, and all life-cycle maintenance and repairs. To provide assurance for the costs of these items, the Developer will be required to fund a replacement and repair reserve to be placed in escrow at an amount in accordance with a budget that is approved annually by UMPI. The Developer will be responsible for the marketability of the improvements and a portion of the reserve requirement will be to provide funds for renovation and refitting to keep the Project attractive to residents. Any operating agreement will contain provisions for review and approval by UMPI of the level of reserves, the maintenance requirements, and to address the need for renovations. UMPI and the selected Respondent will mutually agree to a procedure for carrying out both scheduled and unscheduled inspections of the facilities.

d. **Asset Reversion.** At the conclusion of the term of the agreement, any improvements located on the site will remain and shall be delivered to UMPI fully operational and in good condition as determined jointly by UMPI and the selected Respondent. Any improvements to the asset should be returned with at least twenty percent (20%) of their useful life remaining at the expiration of the term.

**ii. Leasing, Unit Assignments and Billing/Collections**

UMPI will partner with the selected Respondent under a shared services arrangement wherein UMPI provides administrative functions, such as billings, assignments, revenue collection, etc. For the RFP response, Respondents should assume reimbursement of all costs associated with delivering these services in their budget.

For the purpose of leasing, UMPI is assuming ten-month leases for the new student housing development. Rental cash flow will be collected by UMPI via 9 payments. UMPI will be responsible for all leasing, unit assignments, and billing/collections and will reimburse the selected Respondent based on the terms in the agreed upon contract. During negotiations, the frequency of payments, collection of payments, and the pursuit of bad debt will need to be discussed.

**iii. Marketing**

UMPI will assume the responsibility for the marketing of the residential components contained within the Project. For the purpose of the proposal response, Respondents should not assume covering any direct marketing costs and/or risk associated with assuming marketing responsibilities.

## 1.3 Submittal Requirements

The following describes the submittal requirements for RFP responses. The RFP response must follow the order provided below to facilitate review and evaluation by UMF, UMPI, and UMS. Submitted responses should include tabs correlating to each of the following criteria below. It is critical that RFP responses are provided in a consistent format to ensure accuracy and clarity during the review process.

A description of each tab is provided in the next sub-sections.

### 1.3.1 Project Team Roles and Responsibilities

- Organizational chart with names and titles for key personnel of the Respondent team.
- Identify the development project team and provide resumes of key personnel for the Project, their role, and availability. Identify specifically the key point of contact for each entity throughout the Project:
  - Primary Respondent
  - Design Team (Architects & Engineers)
  - Construction Team (Construction Manager, General Contractor, other consultants)
  - Asset Management, Leasing, Operations, and Maintenance Team
  - Brokerage Team, if applicable

Any additions to or changes to the Respondent team members in connection with a proposal are subject to review and approval by UMF and UMPI. If no additional entities are named, it is assumed that the primary Respondent will self-perform and manage all functions of the Project. Any later decision to include and/or remove other entities from the proposed team will also require review and approval by UMF and UMPI prior to their use by the Respondent.

### 1.3.2 Project Approach

The Respondent should provide a detailed work plan for the construction of facilities at UMF and UMPI and discuss how the team will advance the Project's requirements during the pre-design, design, approvals, financing, construction, project close-out, and management. Specifically, please provide and address the following:

- Provide a statement on the Respondent's approach to the concurrent delivery of two separate housing facilities on two separate campuses.
- Provide a detailed project schedule for both construction projects at UMF and UMPI that illustrates the timing and phasing of all tasks detailed in the Specifications / Scope of Work section. The schedule should incorporate the design, construction, and financial close timelines for each campus.
- Describe the steps the Respondent would take to ensure timely completion of each facility with detailed explanation of schedule management during the period following team selection and negotiation with UMF and UMPI.
- Identify any anticipated risks and challenges that would inhibit the Project meeting the targeted schedule at each campus.

The Respondents are requested to provide development budgets that will include development costs, financing costs, and other costs and associated fees, as outlined in Appendix E and detailed in sections 1.3.4.7 and 1.3.5.7 below.

### **1.3.3 UMF Student Housing Project**

#### **1.3.3.1 Project Program**

Respondents are required to fill out the program assumptions page provided in Appendix D that correspond with the submitted pro forma and graphics. If there are assumptions provided by UMF that do not align with the Respondent's approach, please revise the spreadsheet, as necessary.

#### **1.3.3.2 Graphic Design and Renderings**

Respondents should illustrate their preliminary design concepts for all aspects of the Project and the site in a graphic manner as part of their RFP response.

The maximum drawings required by the RFP shall be:

- A schematic site plan indicating proposed street-level functions and the relationship between program components, including connectivity throughout the east-west residential quad;
- A sample townhouse floor plan for each proposed structure(s) inclusive of building footprint;
- A typical unit floor plan with square footage;
- An exterior rendering; and,
- Conceptual primary elevations illustrating the major components of the Project.

Respondents should clarify their preliminary design concepts with narratives as part of their RFP response. Narratives may also identify specifications offered by the Respondent that are beyond the design guidelines described herein. The maximum narratives required by the RFP shall be:

- A narrative describing broad architectural concepts that govern the proposal for the site layout and building design for all Project components. The narrative should also describe details of the design that may not be readily apparent from drawings and may include comments on material and finish quality.
- A narrative describing the structural methodology that the Respondent would employ for the Project.
- A narrative describing the mechanical systems (HVAC, plumbing) and the electrical system that the Respondent would employ for the Project.
- A narrative describing approach to campus connectivity in alignment with UMF's Master Plan.
- Any deviations from the provided design guideline materials should be noted and justified, along with how the deviations impact the selected Respondent's assumed development budget, design, or program in the response.

### 1.3.3.3 **Implementation Schedule**

Respondents should discuss how their team will advance UMF's Project requirements and add distinctive value to the campus. Specifically, please address the following:

- Describe the steps the selected Respondent would take to ensure timely completion of the Project. Within the description, please provide an explanation for how the selected Respondent would keep the Project on schedule during the period following selection of a Respondent and during negotiation with UMF.
- Include a schedule for the design and construction and financial close of the Project.
  - The schedule should demonstrate the selected Respondent's ability to ensure that the Project is move-in ready for a Fall 2023 delivery.
- Identify any anticipated risks in meeting the targeted schedule and address how the selected Respondent will accommodate site constraints in its construction logistics strategy.
- In the event of a force majeure event or another delay in the completion of the Project beyond the completion dates, please describe how the selected Respondent would mitigate impacts to UMF, including a detailed alternative housing plan for students.

### 1.3.3.4 **Proposed Ownership and Financing Structure**

UMF is interested in receiving all ownership or P3 partnership structure proposals that Respondents believe may be the best solution for this Project. The Respondent shall submit a detailed diagram structure of partnership with UMF and associated descriptions of the deal structure(s) proposed for this development. The description should include the mechanism for ground lease payments to UMF.

The Respondent team should outline all financial considerations (i.e. transaction costs, debt and equity costs, fees, etc.) and non-financial considerations (i.e., potential balance sheet, credit and budget implications) for evaluation. The Respondent must ensure their proposed ownership model achieves UMF's desired outcomes. When evaluating and comparing all proposed options, UMF will assess a full range of ownership models and focus on a customized financial structure that best benefits the Project and the University.

In addition, Respondents should provide a clear statement describing the financing approach for the project, including identifications of any perceived challenges to financing the Project, in alignment with UMF's strategic and financial goals. Respondents should demonstrate the commitment from sources of financing and indicate their ability to achieve the proposed timeline and approach to financial close. The proposal should include the name of the entity that will be responsible for financing the Project.

### 1.3.3.5 **Operations and Maintenance**

The Respondent team shall submit a detailed description of its approach to the management, operations, and maintenance of the Project. The maintenance and operation of the Project should be aligned with industry standards related to townhouse-style student housing. Respondents should provide an overview of anticipated staffing (full-time, part-time, and student, if applicable), operational expense assumptions, and any sample maintenance and operational standards from similar projects.

#### 1.3.3.6 **Proforma Assumptions (Submittal Form)**

Respondents are required to fill out the assumptions page provided in Appendix E that correspond with the submitted pro formas for the Project. If there are assumptions provided by UMF that do not align with the Respondent's approach, please revise the spreadsheet, as necessary (please note the revisions in the spreadsheet). Please provide any supporting narrative that will be helpful for the purposes of UMF's review.

#### 1.3.3.7 **Project Proforma**

A detailed project pro forma should be provided for each of the proposed financing structures and attached in Excel format to the RFP response. The pro forma must include the following information:

- Project Pro Forma for Full Term of Ground Lease
- Ground Lease term
- Detailed revenue and expenses for Year 1, including a breakdown of operating expenses per SF, management fees (as well as indication of how this is calculated), repair & replacement reserves, property taxes (if applicable), other expenses and net operating income.
  - It is critical that operating expenses are commensurate with the service and quality as described within this RFP. Please review and advise if your typical operating expenses deviate from the level described in this RFP.
- Disclosure of growth/inflation assumptions
- Estimated financing amount, including rate and term
- Sources of funding for the Project (i.e., private equity, bonds, commercial loan, bond financing, etc.)
- If any form of equity is utilized, please provide calculations regarding required return
- Project compensation to the selected Respondent
  - Percentage of excess cash flow
  - Cumulative cash flow through the life of the Ground Lease
  - Present value of cash flow
- Project compensation to UMF:
  - Ground lease base rent
  - Percentage of excess cash flow and notification of discount rate assumption
  - Cumulative cash flow through the life of the Ground Lease

- Present value of cash flow and notation of discount rate assumption

### **1.3.4 UMPI Student Housing Project**

#### **1.3.4.1 Project Program**

Respondents are required to fill out the program assumptions page provided in Appendix D that correspond with the submitted pro forma and graphics. If there are assumptions provided by UMPI that do not align with the Respondent's approach, please revise the spreadsheet, as necessary.

#### **1.3.4.2 Graphic Design and Renderings**

Respondents should illustrate their preliminary design concepts for all aspects of the Project and the site in a graphic manner as part of their RFP response.

The maximum drawings required by the RFP shall be:

- A schematic site plan indicating proposed street-level functions and the relationship between program components, including connectivity throughout the residential quad linking Emerson, Park, and the new facility;
- A sample residential floor plan for the first floor and a typical upper floor plan inclusive of square footages listed in the plans;
- Typical unit plans/square footages for each unit configuration;
- An exterior rendering; and,
- Conceptual primary elevations illustrating the major components of the Project.

Respondents should clarify their preliminary design concepts with narratives as part of their RFP response. Narratives may also identify specifications offered by the Respondent that are beyond the design guidelines described herein. The maximum narratives required by the RFP shall be:

- A narrative describing broad architectural concepts that govern the proposal for the site layout and building design for all Project components. The narrative should also describe details of the design that may not be readily apparent from drawings and may include comments on material and finish quality.
- A narrative describing the structural methodology that the Respondent would employ for the Project.
- A narrative describing the mechanical systems (HVAC, plumbing) and the electrical system that the Respondent would employ for the Project.
- A narrative describing approach to campus connectivity in alignment with UMPI's Master Plan.
- Any deviations from the provided design guideline materials should be noted and justified, along with how the deviations impact the selected Respondent's assumed development budget, design, or program in the response.



#### 1.3.4.3 **Implementation Schedule**

Respondents should discuss how their team will advance UMPI's Project requirements and add distinctive value to the campus. Specifically, please address the following:

- Describe the steps the selected Respondent would take to ensure timely completion of the Project. Within the description, please provide an explanation for how the selected Respondent would keep the Project on schedule during the period following selection of a Respondent and during negotiation with UMPI.
- Include a schedule for the design and construction and financial close of the Project.
  - The schedule should demonstrate the selected Respondent's ability to ensure that the Project is move-in ready for a Fall 2023 delivery.
- Identify any anticipated risks in meeting the targeted schedule and address how the selected Respondent will accommodate site constraints in its construction logistics strategy.
- In the event of a force majeure event or another delay in the completion of the Project beyond the completion dates, please describe how the selected Respondent would mitigate impacts to UMPI, including a detailed alternative housing plan for students.

#### 1.3.4.4 **Proposed Ownership and Financing Structure**

UMPI is interested in receiving all ownership or P3 partnership structure proposals that Respondents believe may be the best solution for this Project. The Respondent shall submit a detailed diagram structure of partnership with UMPI and associated descriptions of the deal structure(s) proposed for this development. The description should include the mechanism for ground lease payments to UMPI.

The Respondent team should outline all financial considerations (i.e. transaction costs, debt and equity costs, fees, etc.) and non-financial considerations (i.e., potential balance sheet, credit and budget implications) for evaluation. The Respondent must ensure their proposed ownership model achieves UMPI's desired outcomes. When evaluating and comparing all proposed options, UMPI will assess a full range of ownership models and focus on a customized financial structure that best benefits the Project and the University.

In addition, Respondents should provide a clear statement describing the financing approach for the Project, including identifications of any perceived challenges to financing the Project, in alignment with UMPI's strategic and financial goals. Respondents should demonstrate the commitment from sources of financing and indicate their ability to achieve the proposed timeline and approach to financial close. The proposal should include the name of the entity that will be responsible for financing the Project.

**1.3.4.5 Operations and Maintenance**

The Respondent team shall submit a detailed description of its approach to the management, operations, and maintenance of the Project. The maintenance and operation of the Project should be aligned with industry standards related to a student housing asset. Respondents should provide an overview of anticipated staffing (full-time, part-time, and student, if applicable), operational expense assumptions, and any sample maintenance and operational standards from similar projects.

**1.3.4.6 Proforma Assumptions (Submittal Form)**

Respondents are required to fill out the assumptions page provided in Appendix E that correspond with the submitted pro formas for the Project. If there are assumptions provided by UMPI that do not align with the Respondent's approach, please revise the spreadsheet, as necessary (please note the revisions in the spreadsheet). Please provide any supporting narrative that will be helpful for the purposes of UMPI's review.

**1.3.4.7 Project Proforma**

A detailed project pro forma should be provided for each of the proposed financing structures and attached in Excel format to the RFP response. The pro forma must include the following information:

- Project Pro Forma for Full Term of Ground Lease
- Ground Lease term
- Detailed revenue and expenses for Year 1, including a breakdown of operating expenses per SF, management fees (as well as indication of how this is calculated), repair & replacement reserves, property taxes (if applicable), other expenses and net operating income.
  - It is critical that operating expenses are commensurate with the service and quality as described within this RFP. Please review and advise if your typical operating expenses deviate from the level described in this RFP.
- Management fees and identification of how this is calculated
- Disclosure of growth/inflation assumptions
- Estimated financing amount, including rate and term
- Sources of funding for the Project (i.e., private equity, bonds, commercial loan, bond financing, etc.)
- If any form of equity is utilized, please provide calculations regarding required return
- Project compensation to the selected Respondent
  - Percentage of excess cash flow
  - Cumulative cash flow through the life of the Ground Lease
  - Present value of cash flow
- Project compensation to UMPI:
  - Ground lease base rent
  - Percentage of excess cash flow and notification of discount rate assumption

- Cumulative cash flow through the life of the Ground Lease
- Present value of cash flow and notation of discount rate assumption

## 1.4 General Information

### 1.4.1 Key Terms and Future Agreements

The University developed the following preliminary list of key terms for review and consideration during and after the solicitation process.

- **Assignment and Transfer.** There will be no right to assign or transfer the Ground Lease without the written consent of the University.
- **Buy-out by University.** The Ground Lease will contain provisions providing the University with a right, at its sole option, to buy out the remainder of the Ground Lease term. This buy-out provision will be negotiated with the Respondent.
- **Delivery of Premises at the End of Term.** At the conclusion of the term of the Ground Lease, any improvements located on the site will remain and shall be delivered to the University fully operational and in good condition as determined jointly by the University and the Ground Lessee. The useful life of the asset is expected to be, at a minimum, 10 years beyond the ground lease period. Upon termination or expiration of the lease, the Institution will have the right to require that the Project be demolished at the sole expense of the Ground Lessee.
- **Eligible Residents.** Occupants of the Project will solely be UMF or UMPI campus community constituents, including summer camps and conferences.
- **Insurance.** At this time, the Respondent / Ground Lessee should assume it will be responsible for providing insurance for both pre- and post-occupancy. The minimum insurance requirements will be provided to Respondents at a later date.
- **Repair, Replacement, and Renovation.** The Respondent will be responsible at its expense for all maintenance, routine replacement of fixtures and equipment, and all life-cycle maintenance and repairs required for the Project.

### 1.4.2 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](http://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 1.5.1 Timeline of Key Events** for deadline requirements.

#### 1.4.3 Interview with Respondents

UMS, UMF, and UMPI will review proposals and conduct oral interviews of all Respondents that submit a proposal to further clarify proposals and respond to questions from UMS, UMF, and UMPI.

#### 1.4.4 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 a Respondent selected (the successful Respondent). At that time the University will issue award 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 and the Agreement is fully executed, responses will be available for public inspection upon request.

Pricing and other 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.

#### 1.4.5 Costs of Preparation

Respondent assumes all costs of preparation of the response and any presentations necessary to the response process.

#### 1.4.6 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 1.5.1. 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.

## 1.5 General Submission Provisions

### 1.5.1 Timeline of Key Events

Reference Section	Event Name	Event Due Date
Section 1.4.2	Deadline for Written Inquiries/Questions	April 14, 2021
Section 1.4.2	Response to Written Inquiries/Questions	April 19, 2021
Section 1.5.8	Deadline for Proposal Submission	May 9, 2021
Section 1.4.3	Respondent Interviews <b>(subject to change)</b>	May 14, 2021
Section 3.1	Award Announcement / Begin Negotiations <b>(subject to change)</b>	June 4, 2021

### 1.5.2 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.

### 1.5.3 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.

### 1.5.4 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.

### 1.5.5 Response Validity

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

### 1.5.6 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.

### 1.5.7 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 RESPONSE FORMAT REQUIREMENTS

### 2.1 General Format Instructions

#### 2.1.1 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.

#### 2.1.2 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.

#### 2.1.3 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.

#### 2.1.4 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.

### 2.2 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.

**2.2.1 Section 1 – Response Cover Page**

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

**2.2.2 Section 2 – Submittal Requirements**

- 2.2.2.1 Label this response - Section 2 – Submittal Requirements
  - Insert responses to submittal requirements in section 1.3:
    - 1.3.0 Table of Contents
    - 1.3.1 Project Team Background and Information
    - 1.3.2 Project Approach
    - 1.3.3 UMF Student Housing Project
      - 1.3.3.1 Project Program
      - 1.3.3.2 Graphic Design and Renderings
      - 1.3.3.3 Implementation Schedule
      - 1.3.3.4 Proposed Ownership and Financing Structure
      - 1.3.3.5 Operations and Maintenance
      - 1.3.3.6 Proforma Assumptions (Submittal Form)
      - 1.3.3.7 Project Proforma
    - 1.3.4 UMPI Student Housing Project
      - 1.3.4.1 Project Program
      - 1.3.4.2 Graphic Design and Renderings
      - 1.3.4.3 Implementation Schedule
      - 1.3.4.4 Proposed Ownership and Financing Structure
      - 1.3.4.5 Operations and Maintenance
      - 1.3.4.6 Proforma Assumptions (Submittal Form)
      - 1.3.4.7 Project Proforma



### 3.0 EVALUATION AND AWARD PROCESS

#### 3.1 Method of Evaluation

The score will be based on a 100 point scale and will measure the degree to which each response meets the following criteria:

Criteria Category	Category Elements	Points
Satisfaction of the Project's programmatic goals and design requirements as stated in the RFP	<ul style="list-style-type: none"> <li>▪ Consistency programmatic goals of the Project as stated in the RFP</li> <li>▪ Consistency with design goals of the Project as stated in the RFP</li> <li>▪ Consistency with UMF and UMPI's Facilities Master Plans and campus context</li> <li>▪ Achievement of Project schedule goals and requirements as stated in the RFP</li> <li>▪ Achievement of UMF and UMPI's sustainability goals and requirements for the Project as stated in the RFP</li> </ul>	30
Viability of the proposed financial structures	<ul style="list-style-type: none"> <li>▪ Clarity and strength of financial and ownership structures</li> <li>▪ Financial strength of the proposed Project funding partners</li> </ul>	30
Value to UMF & UMPI	<ul style="list-style-type: none"> <li>▪ Value demonstrated by proposed room rates</li> <li>▪ Value demonstrated by proposed revenue to UMPI and UMF</li> </ul>	30
Demonstration of comparable experience and qualifications in delivering the proposed Project	<ul style="list-style-type: none"> <li>▪ Experience and qualifications of Developer team relevant to the proposed Project</li> <li>▪ Experience in developing a comprehensive operations and maintenance plan for the Project</li> <li>▪ Proper licensure of the entire Developer team</li> </ul>	5
Overall Quality of Submission		5
<b>Total Points</b>		<b>100</b>

The University will NOT seek a best and final offer (BAFO) from any Respondent in this procurement process. All Respondents are expected to provide their best value pricing with the submission of their response. Respondents will NOT be given another opportunity to modify pricing once submitted.

#### 3.2 Award

While the University prefers a single solution that is scalable to meet the needs of both large and small institutions, it reserves the right to award Agreement(s) to one or multiple Respondents, which may include awards to Respondents for a geographical area, if such award is in the best interest of the University.

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.

### 3.3 Negotiations

The University reserves the right to negotiate with the successful Respondent to finalize a contract. Such negotiations may not significantly vary the content, nature or requirements of the proposal or the University's Request for Proposals to an extent that may affect the price of goods or services requested. The University reserves the right to terminate contract negotiations with a selected respondent who submits a proposed contract significantly different from the response they submitted in response to the advertised RFP. In the event that an acceptable contract cannot be negotiated with the highest ranked Respondent, the University may withdraw its award and negotiate with the next-highest ranked Respondent, and so on, until an acceptable contract has been finalized. Alternatively, the University may cancel the RFP, at its sole discretion.

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

If this RFP 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.

## Appendix A – University of Maine System Response Cover Page

RFP #2021-035  
Public Private Partnership for Student Housing

Organization Name:	
Chief Executive – Name/Title:	
Telephone:	
Fax:	
Email:	
Headquarters Street Address:	
Headquarters City/State/Zip:	
Lead Point of Contact for Quote – Name/Title:	
Telephone:	
Fax:	
Email:	
Street Address:	
City/State/Zip:	

1. This pricing structure contained herein will remain firm for a period of 90 days from the date and time of the quote deadline date.
2. No personnel currently employed by the University or any other University agency participated, either directly or indirectly, in any activities relating to the preparation of the Respondent's response.
3. No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a response.
4. The undersigned is authorized to enter into contractual obligations on behalf of the above-named organization.
5. By submitting a response to a Request for Proposal, bid or other offer to do business with the University your entity understands and agrees that:
  - a. Your entity will identify at the time of submission which, if any, portion or your submitted materials are entitled to "trade secret" exemption from disclosure under Maine's Freedom of Access Act; that failure to so identify will authorize UMS to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless UMS in any and all legal actions that seek to compel UMS to disclose under Maine's Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between UMS and your entity.

*To the best of my knowledge all information provided in the enclosed response, both programmatic and financial, is complete and accurate at the time of submission.*

Date: \_\_\_\_\_

\_\_\_\_\_  
Name and Title (Printed)

\_\_\_\_\_  
Authorized Signature

## Appendix B – Debarment, Performance and Non-Collusion Certification

### University of Maine System DEBARMENT, PERFORMANCE and NON-COLLUSION CERTIFICATION

RFQ #2021-035

Public Private Partnership for Student Housing

By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:

- a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.
- b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:
  - i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.
  - ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - iii. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
  - iv. Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default.
- c. Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.

**Failure to provide this certification may result in the disqualification of the Respondent’s proposal, at the University’s discretion.**

Date: \_\_\_\_\_

\_\_\_\_\_  
Name and Title (Printed)

\_\_\_\_\_  
Authorized Signature