North Carolina Central University

Request for Qualifications # 18-NCCU-01

Public-Private Partnership for On-Campus Student Housing

Issued: Friday, February 2, 2018

Response Deadline: Friday, March 2, 2018

Please direct all inquiries concerning this solicitation to:

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1.0 INTRODUCTION & SCHEDULE

A. Opportunity Overview

North Carolina Central University (“NCCU,” “NC Central,” or the “University”) is requesting qualifications from private development firms (“Developers”) who are qualified to design, build, finance, operate, and maintain a 1,240-bed on-campus student housing project (the “Project”). The public-private partnership (“P3”) will replace 417 existing on-campus beds and add 823 new beds to the NCCU Housing and Residential Life on-campus portfolio that will be managed via a shared governance structure between the Projects’ owner and the University.

The 417 replacement beds are currently located in Baynes Hall (392 community-style beds) and George Street Apartments (25 apartment-style beds). Both existing residence halls will be demolished as part of the Project. The 823 new beds will allow the University to implement its new sophomore live-on requirement and satisfy unmet demand from junior, senior, and graduate students that are currently forced to live off campus due to limited on-campus supply.

Project details, including University priorities, the development program (housing + non-housing), preferred site options, process, schedule, and additional related items, can be found in Section 3.0 of this solicitation. Additional materials, including the November 2017 presentation to the NCCU Board of Trustees (“BOT”), are made available as exhibits to this RFQ.

B. Procurement Schedule

The University, with the assistance of Rieth Jones Advisors (“RJA”), will facilitate a review of all RFQ submissions. The procurement schedule, which is solely subject to change at the discretion of the University, will be as follows:

<table>
<thead>
<tr>
<th>Process Items</th>
<th>Key Dates (all 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFQ Issued by NCCU</td>
<td>Friday, February 2nd</td>
</tr>
<tr>
<td>RFQ Questions due from Developers</td>
<td>Wednesday, February 14th</td>
</tr>
<tr>
<td>RFQ Answers Issued by NCCU</td>
<td>Friday, February 16th</td>
</tr>
<tr>
<td>RFQ Submission Deadline</td>
<td>Friday, March 2nd</td>
</tr>
<tr>
<td>Notification to Shortlisted Firms (3-5 total)</td>
<td>Week of March 12th</td>
</tr>
<tr>
<td>RFP Issued to Shortlisted Developers</td>
<td>Friday, March 16th</td>
</tr>
<tr>
<td>NCCU &amp; Developer Roundtable Sessions</td>
<td>Week of April 2nd</td>
</tr>
<tr>
<td>RFP Questions due from Developers</td>
<td>Friday, April 13th</td>
</tr>
<tr>
<td>RFP Answers Issued by NCCU</td>
<td>Wednesday, April 18th</td>
</tr>
<tr>
<td>RFP Submission Deadline</td>
<td>Friday, May 4th</td>
</tr>
<tr>
<td>On-campus Interviews</td>
<td>Week of May 14th</td>
</tr>
<tr>
<td>Notification of Preferred Development Partner</td>
<td>Week of May 21st</td>
</tr>
</tbody>
</table>

Exhibit 1.B – Procurement Schedule

The University is committed to selecting a development partner by the end of May 2018 and realizes this is a critical milestone for the first phase of the Project to open by August 2020.
2.0 NORTH CAROLINA CENTRAL UNIVERSITY

A. University History

North Carolina Central University was founded in 1910 as the National Religious Training School and Chautauqua by Dr. James Edward Shepard. It became the first public liberal arts institution for African-Americans in the nation. Its original purpose was for “the development in young men and women of the character and sound academic training requisite for real service to the nation.” In 1925, it became the nation’s first state-supported liberal arts college for black students. In 1939, the college offered its first graduate-level courses in the arts and sciences. The School of Law opened in 1940, followed in 1941 by the School of Library Science. In 1947, the legislature changed the name to North Carolina College at Durham. Shepard served as president until his death in 1947. North Carolina College at Durham became North Carolina Central University in 1969.

The University experienced tremendous growth and recognition from the early 1990s through today. Twice ranked as the nation’s #1 public historically black university by U.S. News & World Report, NC Central has transformed into a first-choice, premier and global institution of higher learning. The late Dr. Dr. Debra Saunders-White, who led NCCU from 2013 until her passing in 2016, was the first permanent female chancellor and was committed to her vision of “Eagle Excellence” in the classroom, on campus, and in the community. The institution experienced significant increases in retention and graduation rates under her leadership and was named 2016 HBCU of the Year by HBCU Digest. She was also named Educator of the Year by Spectacular Magazine.

Dr. Johnson O. Akinleye was elected as the 12th chancellor of NCCU on June 26, 2017. He has worked diligently to expand the University’s academic partnerships and introduced a robust online, distance-education program. He also created K-12 initiatives and implemented a security strategy to increase safety for campus constituents. He continues to enhance the NCCU legacy with his new platform, “The Eagle Promise,” which focuses on six strategic priorities:

1. Embracing student success;
2. Expanding the institution’s academic offerings and research initiatives;
3. Expanding partnerships with other institutions, community colleges, K-12, private industry and nonprofit organizations to recruit, support and employ students;
4. Facilitating the development of innovative strategies within the surrounding community;
5. Reinforcing and investing in improved security measures on campus; and
6. Improving and building new infrastructure to better accommodate the growing NCCU community.

B. Institutional Mission

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative programs in visual and performing arts, sciences, business, humanities, and education programs, NCCU students are engaged problem solvers. Located in the Research Triangle, the University advances research in the biotechnological, biomedical, informational, computational, behavioral, social, and health sciences. Our students enhance the quality of life and the economic development of North Carolina, the nation, and the world.
C. Enrollment

North Carolina Central enrolled a total of 8,337 students for the fall 2017 semester, including 6,366 undergraduate students and 1,971 graduate students. This was the third straight year of growth for the University following a slight downturn in enrollment in 2013 and 2014, as shown below in Exhibit 2.C.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Undergraduate Students (UG)</th>
<th>Graduate Students (GR)</th>
<th>Total Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time UG</td>
<td>Part-time UG</td>
<td>Total UG</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>5,297</td>
<td>923</td>
<td>6,220</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>5,035</td>
<td>882</td>
<td>5,917</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>5,247</td>
<td>921</td>
<td>6,168</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>5,343</td>
<td>942</td>
<td>6,285</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>5,363</td>
<td>992</td>
<td>6,355</td>
</tr>
</tbody>
</table>

Exhibit 2.C – 5-year Enrollment Summary

The University’s enrollment of full-time, first-year students increased by 38.3% from fall 2013 to fall 2017, rising from 922 to 1,275 students in the five-year period.

NCCU’s Office of Enrollment Management is targeting a 1.65% annual average increase for full-time undergraduate and graduate student over the next three years based on the University’s latest ten-year projections. The estimated annual growth rate in years four through ten decreases to 1.25% per year, consistent with Central’s average growth from 2004 – 2015. Year-to-date applications are up nearly 50% for fall 2018 as compared to fall 2017. The University’s recent successes and momentum, combined with that of the City of Durham, are driving increased applications and attention for NC Central.

Detailed enrollment projections, with data by student sub-classification, will be provided to shortlisted firms as part of the Request for Proposals (“RFP”).

D. Housing & Residential Life

The Department of Residential Life’s mission is to provide high-quality, safe living and learning environments for NCCU students. The department is a people-centered progressive organization committed to academic and civic engagement, student and staff development, life-skills development and quality customer service.

The Department’s Residential Education Program (“Res Ed”) helps bridge the gap between the classroom and the residence halls. Red Ed also supports the full integration of a student’s educational experience with all aspects of his/her identity through a multi-dimensional approach to student learning. The program is committed to making on-campus living a central part of each student’s college experience.

The mission of Red Ed is to create an exceptional co-curricular environment that promotes student development, leadership, and civic engagement. Additionally, the program seeks to provide supplemental academic support and intentional social experiences that positively influence academic achievement and student retention. This mission is fulfilled in direct partnership with the Living Learning Communities (“LLC”) and the Faculty in Residence (“FIR”) programs on campus.
The Red Ed motto is *Engage, Challenge, Support, Persist*:

- **Engage**: We seek to intentionally engage students and as a result gain their trust.
- **Challenge**: Once students trust us and are fully engaged with the mission of Residential Education, we feel comfortable challenging them to meet academic excellence.
- **Support**: We believe that if we provide that appropriate amount of support, students will successfully meet the challenges set before them.
- **Persist**: We hope that our combination of engagement, challenge, and support will ultimately help our students successfully persist through college.

Current University policy requires all first-year students to live on campus. The NCCU BOT recently approved extending that policy to capture all first and second-year students in a focused effort to continue improving University recruitment and retention. The sophomore live-on requirement will be implemented as part of this Project.

The University currently has a total on-campus supply of 2,828 beds. The system inventory is made up of approximately 70% community-style bed, 14% suite-style beds, and 16% apartment beds. Exhibit 2.D includes the 2017-18 rates by semester for each of the University’s residence halls.

<table>
<thead>
<tr>
<th>Residence Hall</th>
<th>Unit Type</th>
<th>Total Beds</th>
<th>2017-18 Rate (per semester)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annie Day</td>
<td>Community</td>
<td>121</td>
<td>Double $2,950</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Single $3,550</td>
</tr>
<tr>
<td>Baynes</td>
<td>Community</td>
<td>392</td>
<td>Double $2,400</td>
</tr>
<tr>
<td>Chidley North</td>
<td>Community &amp; Suite</td>
<td>512</td>
<td>Double $3,100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Suite $3,450</td>
</tr>
<tr>
<td>Eagle Landing</td>
<td>Apartment</td>
<td>402</td>
<td>3BR/2BA $3,750</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4BR/2BA $3,600</td>
</tr>
<tr>
<td>Eagleson Hall</td>
<td>Community</td>
<td>360</td>
<td>Double $2,600</td>
</tr>
<tr>
<td>George Street</td>
<td>Suite/Apartment</td>
<td>25</td>
<td>Single $3,000</td>
</tr>
<tr>
<td>Martha Street</td>
<td>Apartment</td>
<td>20</td>
<td>2BR/2BA $3,900</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2BR/1BA $3,900</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1BR/1BA $4,100</td>
</tr>
<tr>
<td>McLean Hall</td>
<td>Community</td>
<td>96</td>
<td>Double $2,450</td>
</tr>
<tr>
<td>New Residential Hall</td>
<td>Suite</td>
<td>240</td>
<td>Double $2,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Suite $3,000</td>
</tr>
<tr>
<td>Richmond Hall</td>
<td>Community &amp; Suite</td>
<td>240</td>
<td>Double $2,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Suite $3,000</td>
</tr>
<tr>
<td>Ruffin</td>
<td>Community</td>
<td>340</td>
<td>Double $2,950</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Single $3,350</td>
</tr>
<tr>
<td>Rush</td>
<td>Community</td>
<td>80</td>
<td>Double $2,450</td>
</tr>
</tbody>
</table>

**Total Beds 2,828**

*Exhibit 2.D – NCCU On-Campus Housing Beds & Rates*
On-campus occupancy has averaged 96.7% for the past three academic years. The waitlist for the past three fall semesters has been 189, 315, and 359 students, respectively. The gap between occupancy and the waitlist is due primarily to the large supply of community-style beds and the lack of on-campus apartment options for upper-division students. There are no purpose-built student housing apartments in the off-campus marketplace proximate to NCCU.
3.0 DEVELOPMENT OPPORTUNITY

A. University Goals & Priorities

This P3 opportunity is the direct result of a two-step planning process completed in November 2017. The University prioritized a strategic and financially-focused housing assessment that was completed in February 2017. That effort helped prioritize short-term facility renovation projects, established new key financial performance indicators for the system, and led to a revised rate structure for the 2017-18 academic year.

A market and demand assessment then identified up to 900 new beds needed to address NCCU’s current on-campus supply deficit. The projected deficit is driven by consistent unmet demand, misalignment of system offerings by housing type, and policy changes. RJA’s assessment recommended that the University address its most urgent facility issues and the need for additional beds in a consolidated effort. The NCCU BOT unanimously approved moving forward with a private partner to achieve both recommendations at its November 2017 meeting.

NC Central’s strategic goals for the Project, in addition to providing additional housing options for students that wish to remain on campus, include the following:

- Provide more independent housing options to recruit and retain upper-division students on campus that are critical to the NCCU on-campus community.
- Implement the new sophomore live-on requirement approved by the Board of Trustees.
- Remove obsolete residence halls that no longer fit student housing demand preferences and that are misaligned with Central’s peer housing options.
- Energize specific areas of campus by creating new residential education opportunities focused on the second-year experience.
- Integrate the Project into the fabric of campus, specifically with the new Student Center and School of Business scheduled for completion by fall 2021.
- Select a highly-qualified private development team that is eager to deliver an outstanding residential life experience as the University’s long-term partner for this Project.

While multiple P3 transaction structures were and continue to be evaluated during the pre-planning process, it is not the University’s intention to prescribe a specific P3 structure and delivery method for the Project. NCCU anticipates receiving, evaluating, and comparing multiple options as part of the RFP evaluation process. Additional details and University planning materials will be provided to the shortlisted firms.

B. Development Program

The proposed development program, consisting of housing and non-housing components, is as follows:

i. Housing Components

The 1,240-bed development program will replace 417 existing on-campus beds and add 823 new beds to the NCCU Housing and Residential Life on-campus portfolio. The 417 replacement beds are currently located in Baynes Hall (392 community-style beds in a high-rise building) and George Street Apartments (25 apartment-style beds in a low-rise, garden style building). Both existing residence halls have
extensive deferred maintenance needs and thus will be demolished as part of the Project. The 823 new beds will allow the University to implement its new sophomore live-on requirement and satisfy unmet demand from upper-division and graduate students. The 1,240-bed total program will consist of approximately 850 suite-style beds and 390 apartment-style beds to be delivered in two phases. Please refer to the Development Schedule in Section 3.D for suggested delivery by phase and bed type. Specific bed counts, programming guidance, and unit layout preferences will be provided in the RFP.

ii. Non-Housing Components

The University is requiring that the Project provide residents with meeting, study, and support spaces consistent with those currently found on campus. Additional non-housing components, such as parking and foodservice options, will be described in detail as part of the RFP. It is not the University’s intention, nor that of its advisors, to support the long-term obligations of non-housing assets with student rents.

C. Site Preferences

The University is currently considering two sites for the new and replacement housing proposed as part of this Project. For the purposes of this solicitation, those sites are being labeled the “Chidley Campus Precinct” and the “Baynes Site.” Both preferred sites, which are subject to slight modifications at the University’s discretion between now and the RFP advertisement, are highlighted below in Exhibit 3.C.

Exhibit 3.C – Campus Map & Preferred Site Options
D. Development Schedule

The proposed development schedule, as shown below in Exhibit 3.D, shows existing and new supply by type and academic year. Phase I is scheduled to open for the fall 2020 semester. The University currently envisions Phase II opening two years later. Additional details regarding schedule preferences and options will be included in the RFP.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional (existing)</td>
<td>1,973</td>
<td>1,973</td>
<td>1,973</td>
<td>1,581</td>
<td>1,581</td>
<td>1,581</td>
</tr>
<tr>
<td>Traditional (new)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Traditional</strong></td>
<td>1,973</td>
<td>1,973</td>
<td>1,973</td>
<td>1,581</td>
<td>1,581</td>
<td>1,581</td>
</tr>
<tr>
<td>% of system</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>49%</td>
<td>49%</td>
<td>43%</td>
</tr>
<tr>
<td>Suite (existing)</td>
<td>408</td>
<td>408</td>
<td>408</td>
<td>408</td>
<td>408</td>
<td>408</td>
</tr>
<tr>
<td>Suite (new)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>414</td>
<td>414</td>
<td>854</td>
</tr>
<tr>
<td><strong>Total Suites</strong></td>
<td>408</td>
<td>408</td>
<td>408</td>
<td>822</td>
<td>822</td>
<td>1,262</td>
</tr>
<tr>
<td>% of system</td>
<td>14%</td>
<td>14%</td>
<td>14%</td>
<td>26%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>Apartment (existing)</td>
<td>447</td>
<td>447</td>
<td>422</td>
<td>422</td>
<td>422</td>
<td>422</td>
</tr>
<tr>
<td>Apartment (new)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>386</td>
<td>386</td>
<td>386</td>
</tr>
<tr>
<td><strong>Total Apartments</strong></td>
<td>447</td>
<td>447</td>
<td>422</td>
<td>808</td>
<td>808</td>
<td>808</td>
</tr>
<tr>
<td>% of system</td>
<td>16%</td>
<td>16%</td>
<td>15%</td>
<td>25%</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Total On-Campus Beds</strong></td>
<td>2,828</td>
<td>2,828</td>
<td>2,803</td>
<td>3,211</td>
<td>3,211</td>
<td>3,651</td>
</tr>
<tr>
<td>% of system</td>
<td>100%</td>
<td>100%</td>
<td>99%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Annual Net New Beds</strong></td>
<td>-</td>
<td>-</td>
<td>(25)</td>
<td>408</td>
<td>0</td>
<td>440</td>
</tr>
<tr>
<td><strong>Total Net New Beds</strong></td>
<td>-</td>
<td>-</td>
<td>(25)</td>
<td>383</td>
<td>383</td>
<td>823</td>
</tr>
<tr>
<td><strong>Total New &amp; Replacement Beds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,240</td>
</tr>
</tbody>
</table>

Exhibit 3.D – Development Phasing Schedule

E. Additional Considerations

NC Central understands the complexities of the proposed transaction, typical development structures involved, and the work required to select the best long-term partner for the University. NCCU will select 4-5 potential development partners based on qualifications, provide those firms with detailed assumptions as part of the RFP, and evaluate the comprehensive RFP submissions to determine the best path forward for all involved. To that end, details will be provided in the RFP solicitation for the following Project-specific items:

- Shared governance responsibilities
  - Operations (residence life, leasing, marketing, etc.)
  - Maintenance (custodial, repairs, asset management, etc.)
- Design objectives, campus standards, and project-specific requirements
- Construction quality and specifications by bed type
- A summary of the University’s financial standing, including outstanding indebtedness, credit rating, outlook, etc.
- A summary of Housing’s current financial standing, including operating revenues and expenses, outstanding indebtedness, annual obligations, system reserves, etc.
- In-progress update on the University’s Strategic Plan
- In-progress update on the University’s Campus Master Plan
- In-progress update on the University’s pursuit of Millennial Campus designation for specific areas of campus that may include the current preferred development sites

Respondents may submit preliminary questions on any of the above items as part of this RFQ process; however, the University and its advisors may elect to address specifics as part of the RFP. Details regarding questions and clarifications as part of this RFQ can be found in Section 4.B.
4.0 REQUEST FOR QUALIFICATIONS ("RFQ") REQUIREMENTS

A. Selection Process

The University is seeking to identify potential development partners with the best qualifications, relevant P3 on-campus housing development experience, strong financial capacity, and a proven track record of executing similar projects. This RFQ is open to all prospective parties who seek qualification to pursue the Project in partnership with NC Central University.

All RFQ responses will be reviewed and evaluated by a Selection Committee comprised of University stakeholders from Student Life, Business Affairs, and Facilities. The Committee will rank all proposals based on criteria outlined in this RFQ and shortlist 4-5 firms to receive the RFP. Qualification will be determined by the Committee at its sole and complete discretion. The Developer must satisfy all submittal requirements outlined in Section 4.C. The Committee will not consider responses that do not completely fulfill these requirements. The University’s development advisors, legal representatives, and financial advisors will assist Committee members with their evaluations but are non-voting participants in the shortlist and selection processes.

Developers and their potential team members are not permitted to contact University stakeholders, legal representatives, Trustees, advisors, or other related parties associated with NC Central and this opportunity. Jonathan Peeler (NCCU) and Wilson Jones (RJA) shall be the exclusive points of contact for interested parties.

B. RFQ Questions

Upon review of the RFQ and Exhibit(s), Developers may have questions to request clarifications to prepare a qualified response. All questions must be submitted via email to both Jonathan Peeler (jpeeler1@nccu.edu) and Wilson Jones (wilson@riethjones.com) by 5:00PM EST on Wednesday, February 14, 2018.

All questions and responses, as well as any additional items deemed necessary by the University, will be posted in the form of an addendum to the RFQ through the Interactive Purchasing System (IPS) website. No information, instruction or advice provided orally or informally by any University personnel or its advisors, whether made in response to a question or otherwise in connection with this RFQ, shall be considered authoritative or binding.

C. Submittal Layout

Submissions should be no more than 35 pages in length, and include, at a minimum, the following sections/tabs in the following specified order:

1. Statement of Interest- a cover letter describing interest in the Project and key reasons why the firm is best qualified to serve as NCCU’s long-term partner for this opportunity. The letter should be executed by legal signatory and include the primary point of contact’s relevant information.
2. Relevant Experience- present five (5) relevant (e.g. comparable project size) student housing projects delivered via a P3 structure that clearly demonstrate your firm’s ability to successfully deliver a project of this scale and structure. Each project example should include the following key information:
a. Location and name of project and partner institution (if applicable)
b. Project size (bed count by unit type, gross square feet, construction cost, and total project cost)
c. Non-housing components included as part of the relevant project (with its respective facility sizes, construction costs, and total project costs broken out separately from the housing components)
d. Transaction / ownership structure, including key dates from selection and negotiations through completion

3. Team Members- a brief description of any and all team members. Respondents should include key information such as firm history, experience, staff by discipline, and office location that will serve this Project at NCCU.

4. Process & Approach- clearly describe your firm’s development process and approach. Explain how your firm will work closely with the University, its advisors, and the necessary approval bodies (BOT, General Administration, State Construction, etc.) to successfully delivery the Project. Please focus on the following process and approach items:
   a. Negotiations
   b. Design and sustainability
   c. Construction management and project delivery
   d. Property management and operations (with NCCU or independently)
   e. Asset management (with NCCU or independently)
   f. Typical requirements of operating and development agreements
   g. Typical approach to funding and/or sharing predevelopment expenses
   h. Any perceived strengths and challenges of the Project

5. Capacity & References- briefly summarize the current capacity for any and all team members included in the response. Please list all student housing projects (P3 and off campus) that proposed team members are currently working on. Include all that are under contract with and those that you may have been notified/selected for but are still in negotiation. Finally, please include at least five (5) relevant higher education references and two (2) additional financial institution references, providing contact information for all.

Two or more qualified development firms may collaborate in submitting a response to this RFQ; however, a single prime developer must be identified in the response and designated to contract with the University. The prime will be responsible for all communication as part of this process and performance under any future binding agreements.

As part of the RFQ submission, the University is requesting, but not requiring, that responding firms identify their preferred architect, contractor, and financing partners to best serve the Project and NCCU. Similarly, respondents are encouraged to provide additional information related to any “value-add” services they may be able to provide to the University as part of this process.

D. Response Deadline & Instructions

All RFQ responses must be delivered by 5:00 PM EST on Friday, March 2, 2018. Late responses will not be accepted.

One (1) searchable PDF copy not exceeding 10MBs should be submitted electronically to both Jonathan Peeler (jpeeler1@nccu.edu) and Wilson Jones (wilson@riethjones.com).
Seven (7) hard copies must be delivered to Mr. Peeler at the following address:

Jonathan A. Peeler  
North Carolina Central University  
1801 Fayetteville Street  
Hubbard-Totton Building, Suite 121  
Durham, NC 27707

Both the electronic and hard copies of the submission must be received prior to the deadline. Again, submissions should be no more than 35 pages in length and organized as stated herein.
5.0 DISCLAIMERS

This RFQ constitutes only an invitation to present qualifications. The rights reserved by North Carolina Central University and its advisors, which shall be exercised in its sole and absolute discretion, include without limitation the right to:

- Require additional information from one or more Respondents to supplement or clarify the qualifications submitted including, but not limited to, conducting interviews with Respondents if the University, at its sole discretion, deems such interviews to be helpful.
- Conduct investigations with respect to the qualifications and experience of each Respondent.
- Visit and examine any of the facilities referenced in the RFQ responses and to observe and inspect the operations at such facilities.
- Determine which Respondents are qualified to be shortlisted to receive the RFP and submit Proposals in response to the RFP.
- Eliminate any Respondent that submits an incomplete or inadequate RFQ response or fails to satisfy the requirements of this RFQ.
- Supplement, amend, or otherwise modify this RFQ, prior to the submission deadline.
- Issue one or more amendments to this RFQ extending the submission deadline.
- Receive questions concerning this RFQ from Respondents and to provide such questions, and the University’s responses, to all Respondents.
- Cancel this RFQ or the RFP in whole or in part with or without substitution of another RFQ or RFP if determined to be in the best interest of the University.
- Take any action affecting the RFQ process, the RFP process, or the Project that would be in the best interest of the University.
- Make public documents associated with the Project, including documents submitted to the University by Respondents.
6.0 EXHIBITS

The following exhibits have been included as part of this solicitation:

A. P3 Student Housing Analysis, Board of Trustees Update (November 14, 2017) Request for Qualifications #18-NCCU-01- Public-Private Partnership for On-Campus Student Housing

B. NC Central Existing Campus Site Plan (updated summer 2017) 2017 Campus Master Plan