



**Public-Private Partnership for
a New Student Housing Project**

Request for Proposals: 366/000-01-2024

09/23/2024

Located in:

Murfreesboro, Tennessee

Please mark all submission envelopes with the following information:

RFP # 366/000-01-2024

All questions must be received by October 9th, 2024, at 3:00 p.m. Central Time

All responses must be received by October 25th, 2024 at 5:00 p.m. Central Time

THIS RFP IS A SOLICITATION FOR PROPOSALS AND NOT A CONTRACT OR OFFER TO CONTRACT.

Proposers/ Developers should understand and accept that by responding to this RFP they are willingly participating in a competitive evaluation process.

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Cover Letter and Mandatory Requirements

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Introduction

1.1. Statement of Procurement Purpose

Middle Tennessee State University (the “University” or “MTSU”) seeks development partners to deliver a new student housing facility (the “Project”) located on University-owned property by the summer of 2027. Through this Request for Proposals (“RFP”), the University seeks to engage a Developer to design, build, finance, operate, and maintain the development in a manner that provides the greatest benefit to the University.

The University is focused on the strategic and programmatic benefits of the Project, which are described in more detail in this RFP. The Project will enable MTSU to meet an acute need for on-campus student housing, demolish and replace older inventory with deferred maintenance needs, and increase the density of on-campus housing at MTSU. At the same time, MTSU seeks to transfer appropriate development and operating risks while participating in the Project’s financial success over time. The Project will be delivered through a ground lease structure. Accordingly, the University is issuing this RFP to solicit responses from best-in-class Developers to enter an innovative public-private partnership (“P3”) with the University to deliver these critical assets.

The RFP will include three (3) steps. Initially, Developers are asked to submit their experience, technical capabilities, and project approach (including the proposed program, site plan, schedule, and operating and financial plan). Short-listed respondents will then be asked to submit proposals with graphic documents and renderings, a project budget, partnership structure details, and an updated implementation schedule. After evaluating proposals, the University may down-select two or more finalists for negotiations, leading to the submission of a Best-and-Final Offer (“BAFO”). The University will issue an Intent to Award to the best-evaluated Developer, which will proceed into advanced negotiations with the University.

This RFP will further define the University’s ground lease requirements, detail proposal requirements, and outline the University’s process for selecting a Proposer to enter a ground lease and other partnership-defining agreements with the University. As an agency of the State of Tennessee, there are certain terms and conditions Middle Tennessee State University cannot legally accept. PROPOSALS INCLUDING OR REFERENCING TERMS AND CONDITIONS OTHER THAN THOSE REFERENCED BY THE UNIVERSITY IN THIS RFP MAY BE REJECTED.

1.2. Middle Tennessee State University

Middle Tennessee State University, situated at the geographic center of the State of Tennessee, is the number one (1) producer of graduates for the Greater Nashville economy and is the top destination for transfer students in Tennessee. The University occupies more than 1,000 acres in Rutherford County and is comprised of a main campus, an agricultural campus, an aerospace facility at the Murfreesboro Airport, and the Miller Horse Science Center.

Composed of eight (8) undergraduate colleges, MTSU offers more than 40 academic departments and over 140-degree programs. The College of Graduate Studies also offers more than 100-degree programs. The University Honors College is the first in the

state and provides an immersive and rigorous academic experience for high-ability students. MTSU is continually named a “military-friendly” university by *G.I. Jobs* magazine. On July 1, 2013, MTSU moved to Conference USA from the Sun Belt Conference, where it has won nine (9) All-Sports trophies and more than 50 conference championships.

For fiscal year 2024, the total enrollment for MTSU was 20,183 students. Understanding the broader higher education enrollment landscape, the University has conservatively estimated its enrollment projections for the next several fiscal years. Figure 1 below reflects the University’s projected enrollments through FY 2031.

| | Total Enrollment | <i>Full-Time</i> | <i>Part-Time</i> |
|--------------------|-------------------------|------------------|------------------|
| 2023 – 2024 | 20,183 | 14,784 | 5,399 |
| 2024 – 2025 | 19,395 | 14,345 | 5,050 |
| 2025 – 2026 | 19,256 | 14,352 | 4,904 |
| 2026 – 2027 | 19,268 | 14,343 | 4,925 |
| 2027 – 2028 | 19,286 | 14,330 | 4,956 |
| 2028 – 2029 | 19,158 | 14,317 | 4,841 |
| 2029 – 2030 | 19,109 | 14,307 | 4,802 |
| 2030 – 2031 | 19,220 | 14,298 | 4,922 |

Figure 1: MTSU Enrollment Projections

The University focuses its development and planning processes on four main pillars: academic quality, student success, engagement, and innovation. This past fall, MTSU began actively working on updating its strategic plan. By combining the Quest for Student Success, Academic Master Plan, and the 2015-2025 MTSU Strategic Plan, MTSU’s leadership continues establishing roadmaps to continue advancing the institution towards its optimal outcome success over the next 10 years. Updates on the strategic planning process and documents can be found [here](#) and hyperlinks to the other relevant files are provided in Section 8.

Founded on September 11, 1911, as Middle Tennessee State Normal School, it was one of three teacher preparatory schools in Tennessee. Today, MTSU is a Carnegie Research Doctoral University receiving regional, national, and international acclaim for its variety of distinctive program offerings. To fully understand the University and its purpose, Developers are encouraged to visit MTSU’s website at www.mtsu.edu to familiarize themselves with the University.

1.3. Development Advisor

The University has engaged Brailsford & Dunlavey, Inc. (“B&D”) to serve as the Development Advisor for the Project. B&D is a national advisory and program management firm dedicated to serving educational institutions, public agencies, professional sports organizations, and non-profit clients

Existing Housing Conditions

2.1 Project Overview

MTSU engaged B&D to comprehensively assess the University's housing inventory and quantify demand to align with its strategic objectives. B&D's assessment revealed a significant gap in student housing inventory compared to the amount demanded, prompting the need to address MTSU's housing shortfall and enhance the existing inventory. The University's existing inventory is listed below in Figure 2.

| Residence Hall | Total Revenue Generating Beds Available | Total RA/Staff Beds Available |
|----------------------|---|-------------------------------|
| Lyon Hall Complex | 182 | 7 |
| Monohan Hall Complex | 302 | 8 |
| Beasley Hall | 83 | 2 |
| Gracy Hall | 86 | 3 |
| Judd Hall | 89 | 3 |
| Sims Hall | 92 | 3 |
| Smith Hall | 122 | 3 |
| Deere Hall | 133 | 3 |
| Nicks Hall | 136 | 3 |
| Corlew Hall | 322 | 6 |
| Cummings Hall | 333 | 6 |
| Scarlett Commons | 391 | 9 |
| Womack Lane | 253 | 6 |
| Total | 2524 | 62 |

Figure 2: MTSU Fall 2023 Student Housing Inventory

MTSU Housing has historically reached 96% - 98% occupancy and worked from a waitlist for Housing each summer, except for the fall of 2020 which was impacted by the COVID-19 Pandemic. Specifically, as illustrated in Figure 4, the assessment indicates a demand for on-campus housing of approximately 3,133 beds (2,122 community-style beds + 1,011 independent-style beds), whereas the current housing capacity for student beds stands at 2,524 beds, resulting in an unmet student demand for the University's FY 2024. Due to the high demand for housing and the University's strategic priorities, the University will utilize a parity system for the new housing project, rather than implementing a first-fill requirement.

The disparity between housing demand and inventory is exacerbated by factors such as MTSU's expanding housing waitlist and deferred maintenance. On-campus housing is highly desired by MTSU students, a fact underscored by the University's growing housing waitlist, which begins earlier and increases each year. MTSU received a record number of housing applications for the 2023 academic year, which led to the waitlist beginning at its earliest point in the last 10 years; the waitlist reached its peak with 818 students unable to be accommodated by MTSU Housing. Figure 3 below illustrates the trend of MTSU's housing waitlist over the last three years.

| | MTSU Students on Housing Waitlist | YoY % Increase | Waitlist Start Date |
|-----------|-----------------------------------|----------------|---------------------|
| Fall 2021 | 132 | N/A | 07/22/2021 |
| Fall 2022 | 371 | 181% | 06/17/2022 |
| Fall 2023 | 818 | 121% | 03/24/2023 |

Figure 3: MTSU Housing Waitlist

Figure 4 demonstrates the projected effects of additional factors, such as changes in bed supplies on the demand for on-campus housing. Consequently, Figure 4 below depicts the expected increase in housing units demanded for fall 2027 and outlines the preferred unit configurations sought by MTSU students.

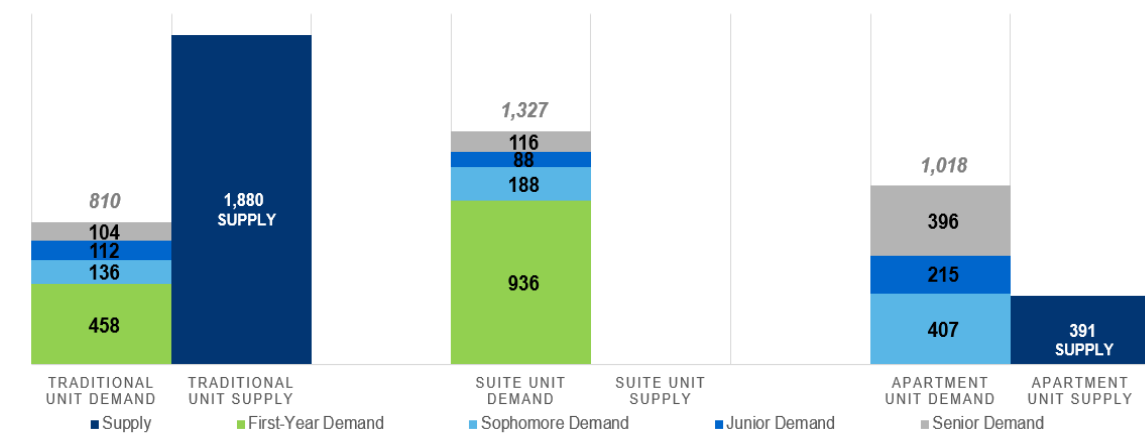


Figure 4: MTSU's FY 2028 Demand and Student Inventory Without Womack Lane Apartments

There is a notable demand of 1,327 beds for semi-suite and/or pod-style units that do not currently exist on the MTSU campus. By replacing the Womack Lane Apartments with this Project, MTSU can increase its inventory by building net new beds. By leveraging the student demand for semi-suite and/or pod-style units, MTSU can efficiently add a highly demanded and affordable unit type to its existing inventory therefore addressing two of the most pressing needs of the students - cost-effective and proximal housing to campus resources and classes.

Finally, the Developer will be expected to provide solutions to parking and transportation strategies for the Project. These strategies include optimizing minimal surface parking (a minimum of 20 spaces for MTSU Housing Staff) around the Project Site, considerations for move-in and move-out periods, Uber/Lyft Dropoff areas for housing staff, ADA parking accommodations. The University's current plans include financing and constructing a parking garage (See [Appendix I](#)) at the Project Site's southwest corner through state funding. This parking garage is anticipated to provide approximately 550 parking spaces for MTSU student housing residents, which include residents from the new P3 Housing Project and existing MTSU housing facilities. The new parking garage will alleviate parking demand from Project and other housing facilities. However, the Developer will still be responsible for addressing the following requirements:

- Maximizing connectivity to MTSU's existing shuttle system, campus pathways, and rideshare services;

- Ensuring access for emergency vehicles;
- Complying with ADA parking requirements;
- Providing dedicated parking for MTSU housing staff, with an estimated need of at least 20 surface spaces;
- Designating drop-off and pickup area(s) for ease of access; and
- Incorporating designated loading and unloading areas to facilitate efficient move-in and move-out processes.

Housing Project Concept

3.1 Overview

MTSU's Project will replace the existing Womack Lane Apartments —a multi-building student housing complex comprising 269 beds of apartment inventory: 253 student beds, six (6) RA/staff beds, and 10 reserved beds for visiting faculty and housing during winter break. Built in 1966 and renovated in 2008, Womack Lane Apartments is 152,337 GSF and situated in the southeast corner of campus. The Project Site spans approximately 10 acres (excluding the acreage dedicated to the parking garage) and is strategically adjacent to the new University Recreation Center. Figure 5 below depicts the location of the Womack Lane Apartments (identified by a rectangular box), defined herein as the "Project Site," and its proximity to other campus resources.

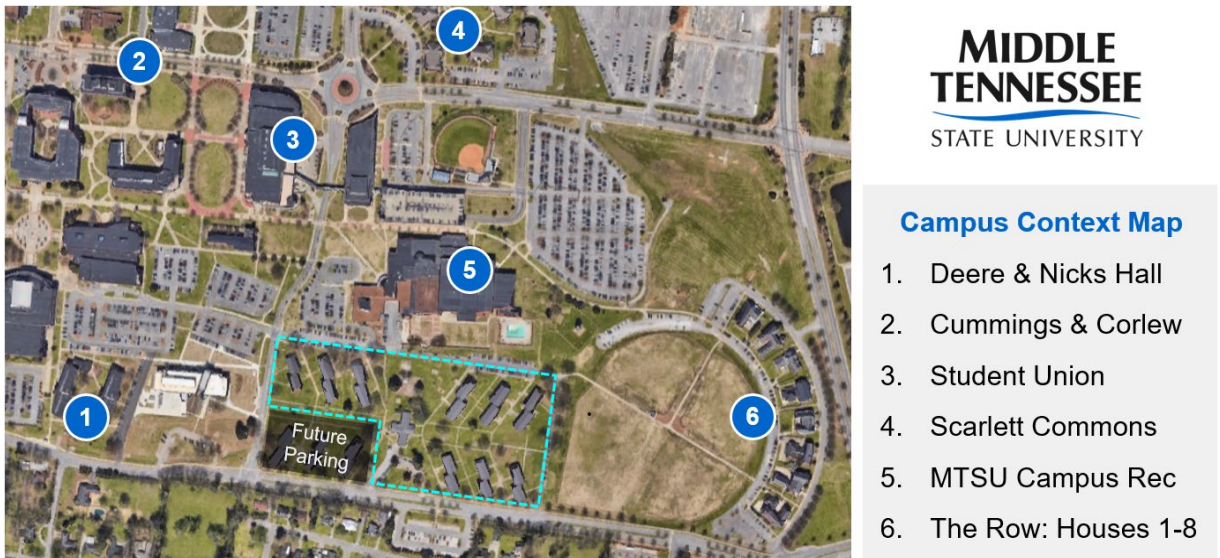


Figure 5: MTSU Campus Map Excerpt

The Project Site's proximity to key campus facilities, including the student union, student services, admissions center, and library, makes it an ideal location for replacement student housing. Within a 5-minute walk, residents have access to essential campus resources such as the University Recreation Center, student union, and student service & admissions buildings, with the entire campus reachable within a 20-minute walk.

To accommodate the Project, existing residential buildings and a central service building at the Womack Lane Apartments site will be demolished by the University. MTSU's goal is to deliver 500-550 semi-suite or pod-style beds by summer 2027. This initiative aims to

meet the evolving needs of MTSU's student population regarding affordability and privacy preferences while enhancing campus living experiences.

3.2 Project Goals & Success Criteria

The Developer should focus on delivering 500-550 semi-suite or pod-style beds. The 500-550 beds will include the replacement beds plus an additional new beds to meet the needs and preferences of the MTSU student population. Specifically, the success of this Project hinges on achieving the following outcomes:

- Meeting the housing demand for students while increasing on-campus population and inventory;
- Optimizing the Project's Site utilization by increasing housing density and preserving unused acreage for other strategic projects;
- The Project should have a **neutral to positive impact on MTSU's credit**;
- It is a requirement that the Project **NOT be treated as long-term debt on MTSU's balance sheet**, but Developers can present other structuring options for the University's consideration.
 - MTSU strongly favors P3 structures that offer affordable rental rates, faster delivery, and achieve its credit rating and balance sheet objectives.
- Enhancing the University's recruiting and retention efforts;
- Seamless integration and coordination of Developer and University operations;
- Fostering stronger community connections and integrating with existing campus infrastructure.

The strategic objectives outlined above have been instrumental in shaping the University's commitment to pursuing this Project, guiding not only the initial decision-making process but also serving as ongoing benchmarks throughout the selection of a Developer and subsequent development phases. To gain deeper insights into the preferences and needs of MTSU's student body, a comprehensive survey was conducted during the Project's conceptualization phase. The key findings of this survey are summarized below, providing valuable insights to Developers to ensure alignment with the University's and its students' needs.

MTSU Housing Survey Findings:

- Affordability is paramount for students when selecting housing options;
 - 2/3 of students listed affordability as the top priority which must be considered by MTSU when addressing housing needs;
 - 36% of students mentioned needing on-campus housing in order to use financial aid resources to pay for living expenses;
- There is a diverse demand for housing across all unit types, with a notable shortage of age-appropriate and developmentally optimal housing units (suites and pods) in MTSU's existing inventory;
- Students seek housing options that balance privacy and affordability, reflecting their evolving preferences;

- Most students find it hard to find housing, with 77% saying that the main reason for the difficulty is finding units that are affordable;
- The most common factors for students to live off-campus were a combination of affordability and availability of a private bedroom;
- Student preferences for specific unit types exhibit flexibility;
 - A significant proportion initially preferring apartments are highly interested in residing in suite or pod-style unit types before considering off-campus options. This adaptability underscores students' preference for on-campus living at MTSU before they desire to move to the off-campus market;
- On-campus housing offers a convenient solution for students, fostering a seamless transition into university life while providing easy access to campus resources;
 - Availability of convenient housing has become a growing issue with more students living further off-campus and in surrounding areas of Murfreesboro to find affordable housing
 - More than 60% of students travel at least 20 minutes one-way to get to MTSU's campus from their residence, with the longest one-way commute times reported being over an hour;
- Students acknowledge the enhanced value of on-campus housing, recognizing its contributions to social and academic experiences;
 - 80% of on-campus students felt a sense of community and connection to MTSU, where as only 30% of off-campus students felt the same connection to campus.

3.3 Design Objectives

The Project must be designed in accordance with MTSU's Design Standards, which are found at this link: [MTSU Housing Design Guidelines](#). Any proposed deviations to the design standards may be considered, but must be approved by the University. Proposed deviations should be highlighted and described individually in a separate section for the University's

MTSU Campus Planning Documents: [MTSU 2016 Campus Master Plan](#)

3.4 Financial Objectives

As noted above, MTSU seeks development partners to bring creative financing solutions. For the Project, the University seeks financing options that will enable an optimized capital strategy consistent with long-term asset ownership. **The University would consider a range of possible financing structures that are off the University's balance sheet and have neutral or accretive impacts on MTSU's credit rating.** The University seeks to benefit from the financial success of the Project, whether through an upfront payment at financial close, ongoing participation in revenues/cash flows, guaranteed annual ground rent, profit participation at the time of any sale of the Developer's ownership interests, or a combination of multiple structures.

The University also seeks an up-front reimbursement as part of this Project for expenses previously incurred, or that will be incurred prior to financial close. This up-front payment will include a \$500,000 reimbursement to cover the University's pre-development activities. This up-front reimbursement **must** be included in all partnership/legal structures proposed by your team and should not be considered as a form of the ground rent payment.

It is critically important for the Project to deliver high-quality student housing consistent with the University's objectives as described in the Housing Project Concept Section 3, and positively contribute to MTSU's campus aesthetics - at the lowest possible student rental rates. To that end, the University encourages Developers to consider highly efficient concepts in terms of space per bed. Amenities should be highly targeted to build community and support MTSU's desired residential experience without creating an undue financial burden.

The University and the Developer will negotiate rental rates for student occupants in the initial year of operation before executing all agreements. The method at which rental rates are permitted to be increased annually will also be negotiated by the University and the Developer as part of the selection process. All housing revenues from the Project will cover operating expenses, debt service obligations, required capital repayment, repair and replacement funding, operating reserves, and any required returns to the Developer and the University.

3.5 Operational Objectives

The University has identified five components that comprise the operational and maintenance needs for the Project's housing components. To deliver a unified student experience for all on-campus residents, regardless of where a student resides, the University has varying levels of willingness to relinquish specific responsibilities to the Developer. See [Appendix C](#) for a proposed responsibility matrix which delineates responsibilities between the University and the Developer. The five general categories related to facility operations and maintenance include the following:

3.5.1. Housing Operations

3.5.1.1. Leasing and Assignments, Billing / Collections, Marketing, Summer Conference Housing, and Programming

3.5.1.1.1. Leasing and Assignments – Provision of occupancy management services and alignment of inventory with student demand;

3.5.1.1.2. Billing / Collections – Manage billing services through MTSU fee invoicing process for rental revenue, damages, cancellation, and other potential revenue-generation opportunities, including summer conferences;

3.5.1.1.3. Marketing – Conduct facility tours and coordinate strategic communication with the University (including website and social media material);

3.5.1.1.4. Summer Housing – Deliver general housing services, including check-in and check-out procedures, general housekeeping and maintenance,

staffing, and invoicing for all summer conferences scheduled through the University.

3.5.1.1.5. Programming / Residential Life – Deliver residence life services, including living-learning programs, and provide central housing / functional staff

3.5.2. Asset Management

3.5.2.1. Asset management encompasses all responsibilities associated with the expected continuous reinvestment in the Project through capital expenditures. Asset Management includes a schedule of renovations and/or major projects to replace and repair building systems/components along with preventative maintenance activities to ensure that the Project's infrastructure meets and exceeds its expected useful life. As a part of the Step 2 submission, the Developer shall provide a renewal schedule (based on the anticipated useful life of building components) that describes the major projects associated with capital expenditure activities.

3.5.2.2. To support the asset management needs of the Project, the Developer will be responsible during the term of the ground lease, at its expense, for all maintenance of building systems and any repairs required. The selected Developer shall provide a notification to the University for any major repairs or maintenance improvements. To ensure the costs of these items, the Developer will be **required** to fund a replacement and repair reserve to be placed in escrow. The Developer will be responsible for the marketability of the improvements, and a portion of the reserve requirement will be to provide funds for renovations and refitting to keep the Project attractive to residents. The ground lease will contain provisions for review and approval by the University regarding the level of reserves and maintenance requirements and to address the need for renovations.

3.5.3. Custodial, Facility Maintenance, and Landscaping Services / Contracts

3.5.3.1. Custodial services – Cleaning and trash removal within the Project. [Appendix E](#), which will be issued as an addendum, will provide information for a custodial task list and schedule compliant with University standards.

3.5.3.2. Landscaping services, including landscape and hardscape maintenance, snow removal, and sidewalk salting. The Developer will be responsible for installing and maintaining exterior landscaping and hardscapes prior to project acceptance. The selection of climate-tolerant and acclimatized nursery stock must be coordinated with and approved by the University.

3.5.3.3. Maintenance services – General maintenance tasks related to the basic upkeep of the Project on a day-to-day basis. These tasks may include but are not limited to, painting, drywall repair, minor flooring repair/upkeep, kitchenette and bathroom appliance repair, minor electrical tasks, changing light bulbs, and unclogging toilets and sinks. Preventive and corrective maintenance for the major systems of the building including, but not limited to, HVAC/plumbing/electrical systems, exterior envelope, structural systems, roofing, etc.

3.5.3.4. The Project must be maintained in first-class condition, meeting an APPA Level 2 standard.

- 3.5.3.5. Operational Integration – The Developers maintenance and operational services shall be provided in a manner that is responsive to the Project’s needs that arise during normal business hours, after hours, and during emergencies. These needs include, but are not limited to: after-hour callbacks, emergency response, and planned/unplanned infrastructure interruptions.
- 3.5.4. Information Technology Recurring Management, Service Operations, and Infrastructure Replacement
- 3.5.4.1. The Developer will assume the delivery of IT services within the Project. It is imperative that IT services related to WiFi, wired networks, and internet connectivity are seamlessly integrated into MTSU’s operating system. Note that capital reinvestment in IT infrastructure is expected to be funded by the Project operations to a reserve fund.
- 3.5.4.2. The Developer will provide dedicated closet space in the residential building for MTSU to have direct access to certain IT mechanisms. These mechanisms need to be managed by MTSU and connected to the University’s centralized system, including building automation systems, fire panels/alarm systems, access control systems, and security cameras.
- 3.5.4.3 The Developer is responsible for maintaining the IT infrastructure within the Project to a specific performance level as described in [Appendix E: MTSU Student Housing Design Guidelines](#)- Section 35, ensuring lifecycle maintenance for strong and seamless performance compared to the rest of the University’s system.
- 3.5.5. Key Control and Work Order Management
- 3.5.5.1. Key Control – MTSU will oversee the inventory and distribution of all residence hall keys, including maintenance of Housing & Residential Life’s key database. Exterior entrance/egress doors will be accessed through electronic card access in accordance with the University’s standards. The University will maintain access control for residents.
- 3.5.5.2. Work Orders – On-campus residents can request housing-related work orders through Housing & Residential Life’s eRezLife asset management software. Superior customer service and regular reporting and analysis of work orders and maintenance performed are critical to the excellent maintenance of the buildings. To facilitate a seamless customer service experience across ownership types, the University may require the Developer (or its team member) to use and/or integrate with the University’s work order management systems, which will be subject to negotiation with a selected finalist.

Project Programming

The Project is specifically aimed at non-first-year students at MTSU who currently lack dedicated housing options. This initiative addresses the critical need for affordable and convenient housing tailored to MTSU's continuing students. By offering semi-suite and/or pod-style units at competitive rates, the Project seeks to alleviate housing stress for cost-burdened students while providing enhanced privacy compared to traditional-style units prevalent in the current campus inventory. Additionally, thoughtful and cost-efficient amenities will enrich the living experience and provide developmentally appropriate social

and academic support for all residents. The University envisions that the Project may include the design tenets adopted by the Association of College and University Housing Officers – International (ACUHO-I) [21st Century Project](#) focused on sustainability, flexibility, community, and technology.

Developers should prioritize affordability and density of building design, subject to the other information presented in this RFP. Building designs should adequately respond to the scale and architectural style of buildings adjacent to the Project Site. Type V wood-framed structural systems are **not preferred**; however, Developers are **not prohibited** from this system to achieve the University's goals for affordability.

The ultimate review and approval by the University of the Project's design, including site and landscape design, building elevations, and exterior materials, will be required through all phases of the design process. The Project's useful life is expected to meet or exceed 120% of the ground lease term. In addition, the building support systems (mechanical, plumbing, electrical, exterior envelope, etc.) will have a demonstrable useful life in conjunction with the 120% useful life requirement.

4.1 Residential Component Overview

MTSU desires Developers to build age-appropriate units for non-first year students that address specific developmental and community-building needs, while meeting a more contemporary desire for individuality and privacy. The University identified **semi-suite and pod-style units as the ideal product types**. These unit configurations provide the support needed and address students and the University's objectives for affordability. A pod-style arrangement reflects traditional-style bedrooms organized around several shared facilities, such as restrooms and social areas to create smaller-scale communities within the floor and building that range between 12 to 20 residents. Semi-suites should be comprised of traditional-style bedrooms connected by a shared bathroom. The semi-suite units should target a bed-to-bath ratio of 4:1. Pod-style units should include spa-like bathrooms that are sized to support the number of residents within each community and meet the local code requirements. The project also envisions two (2) two-bedroom staff apartments should be included in the Project.

The Project will have a minimum of 500-beds and of those at least 50% of the beds provided will be double-occupancy units.

Below is a description of the traditional-style bedrooms that will serve as a programmatic building block for both the semi-suite and pod-style units. Developers are encouraged to review and comply with the requirements. All recommended adjustments must be identified during the Step 2 portion of this solicitation.

4.2 Unit Requirements

Units will contain the following specific components, to be provided by the Developer:

4.2.1. All units will be fully furnished by the Developer. Furnishings for residential units in the Project will be high-quality, and consistent with residential furnishings elsewhere on campus.

- 4.2.2.1. Each unit will have:
 - i. One (1) twin XL-sized bed per occupant
 - ii. One (1) desk per bed
 - iii. One (1) chair per desk
 - iv. One (1) set of four drawers per bed
 - v. One (1) closet with door(s) without locks per resident;
- 4.2.2.2. The Developer should include a cost to fully furnish each room, which will be paid by the Developer.
- 4.2.3. Each window will include vinyl window blinds; blinds will be blackout-type where windows are adjacent to exterior site lighting;
- 4.2.4. Location and number of electrical outlets will be consistent with University standards and sufficient to handle typical residential student load (dedicated circuit for each side of room);
- 4.2.5. Low VOC finishes (semi-gloss paint on walls and flat paint on ceilings);
- 4.2.6. Windows and lighting (LED) will be consistent with University standards;
- 4.2.7. LVT flooring in bedrooms;
- 4.2.8. Peepholes to be provided at entry doors for each student room;
- 4.2.9. All entry doors must be keyed with a University-standard electronic-access door lock; and
- 4.2.10. All interior room signage to match university standards;

4.3 Residential Amenity and Support Spaces

To achieve its affordability objectives, MTSU does not anticipate including substantial non-residential space typical for a project of this type and scale; however, if Developers can meet the affordability objectives and offer non-residential spaces, then Developers are encouraged to include lounges within the Project as well. A description of the residential amenity and support spaces, if any, should be described during Step 2.

The Project should include the following common space elements:

- 4.3.1. A secure lobby with inviting lounge areas that create a sense of arrival and identity within each building;
 - 4.3.1.1. One (1) 24-hour desk location within each building; staffed by University employees;
 - 4.3.1.2. Desk should face the entrance of building and serve as both a welcome desk and service desk for keys and information. All entrance points should be visible from this desk.
 - 4.3.1.3. Desk must accommodate two (2) staff members at front counter space;

- 4.3.1.4. Desk must be wired for Ethernet, and be able to access wireless internet;
 - 4.3.1.5 Desk must accommodate (1) KeyTrac System with an uninterrupted power system;
 - 4.3.1.6 Two (2) office spaces located behind the desk area within the building's lobby.
- 4.3.2. Study rooms, if financially feasible, should be capable of accommodating multiple co-curricular activities such as studying and residential life programming, which may be provided in the Project and would be furnished by the Developer.
- 4.4 Develop a community kitchen, either for the entire building or on each floor, in line with the existing facilities in MTSU residence halls. Each kitchen should include essential appliances such as a stove, sink, refrigerator, and counter space, facilitating communal cooking and fostering a sense of community among residents.
- 4.5 Each floor may have a lounge space encouraging students to interact with their peers and facilitating programmed and organic activity. The lounge space will be furnished with quality furniture, to be designed in collaboration with the University and approved by the University;
- 4.6 Each floor will have a custodial closet with a mop sink and storage shelving;
- 4.7 Each floor will have a water bottle filling station (non-filtered);
- 4.8 Public bathrooms in common spaces must be ADA-compliant;
- 4.9 Public bathrooms to contain low flow toilets, mirrored vanity with electrical plugs;
- 4.10 Public bathrooms to be exhausted to the exterior of the building;
- 4.11 An ADA-compliant unisex bathroom is required in each first-floor common area space equipped with a child changing station, as is stated in the University Design Standards;
- 4.12 Flooring should consist of carpet squares in hallways, hard/resilient flooring in common areas, and ceramic tile in wet areas and entrance;
- 4.13 Walls designed to attenuate sound between living areas and non-residential areas;
- 4.14 One or more laundry facilities may be provided within each building;
- 4.14.1. MTSU's laundry vendor will provide one washer/dryer pair for every 23-28 students with connections provided by the Developer. All revenues generated from laundry facilities will remain with the University and/or its laundry vendor;
 - 4.14.2. Laundry rooms must have non-monitored security cameras in accordance to MTSU Student Housing Design Guidelines;
 - 4.14.3. Stainless steel wash sink in the laundry room, provided by the Developer;
- 4.15 Room numbering to be approved by MTSU's Housing & Residential Life;
- 4.15.1. Numbering signage should include ADA-compliant grade 2 braille;

- 4.15.2. The compliant numbering system will be the standard for labeling all Fire Detection Addressable System components;
- 4.15.3. Room numbering on construction documents must be coordinated with the University;
- 4.16 Vending machines and connections are to be provided by the University, with all revenues remaining with MTSU or Tennessee Business Enterprises, as appropriate. Power receptacles and data drops are to be provided by Developer;
- 4.16.1. Vending. Any vending facilities at the Project shall comply with the priority set forth in Tenn. Code Ann. 71-4-501, to the extent applicable; and,
- 4.17 All interior room signage to match University standards.
- 4.18 Site Information Disclaimer

The University will be responsible for the full demolition of Womack Lane Apartments with associated site utilities, as part of the construction for the contiguous residential parking garage development, with demolition and construction efforts anticipated to begin in fall 2025. The Developer will be responsible for all remaining required sitework to support the Project's development. The Developer will need to incorporate all cost estimates for the site work, permitting, and entitlement fees, in its development budget.

4.20 Zoning & Entitlements

The Project Site is in the City of Murfreesboro, TN, and is wholly owned by MTSU. The site is currently zoned as "College and University." Rezoning of the site will not be required to develop this Project.

4.21 Utilities and Infrastructure

The Developer will be responsible for delivering all utilities required to adequately service the Project independent of all existing campus utility infrastructure. Below is a summary of the utilities that are expected for the Project.

- Electrical: The Developer will be responsible for electric utility delivery. The Project Site has electrical feeds immediately adjacent to it. The exact scope of the electrical services will be determined upon selection when the Developer and its consultants engage with the utility service provider to design and plan the Project.
- Storm Water: The Developer will be required to meet all codes and regulations pertaining to storm water capture, retention, treatment, and release. The Developer will be required to coordinate all storm water requirements with MTSU and all authorities having jurisdiction ("AHJ").
- Domestic Water and Sewer: The Developer will be responsible for delivering water and sanitary sewer services along with any necessary upgrades to the Project in

compliance with applicable requirements. The Project Site has city domestic water and sewer mains immediately adjacent.

- Natural Gas: If natural gas is included in the Project, the Developer will be responsible for its delivery. The exact scope of natural gas services will be determined upon selection when the Developer engages with the utility service provider to proceed with the Project.
- Telecommunications/Data: The Developer will be responsible for telecommunication and data services. Developers will be responsible for coordinating with service providers upon selection. Fiber/Data lines serving the Owner’s data closet location(s) requires tie-in to MTSU fiber infrastructure system.

The Developer can review the MTSU Housing Design Guidelines [here](#).

The selected Developer **must recognize that the Project’s final program and design will be negotiated with the University through a rigorous plan review process** that will, at various points, include University representatives, the Tennessee Higher Education Commission, the Office of the State Architect, the State Building Commission, and the City of Murfreesboro.

Schedule of Events

5.1 RFP Schedule of Events

| Event | Time | Date |
|---|--|-----------------------------------|
| 1. RFP Open / Advertised | | September 23 rd , 2024 |
| 2. Disability Accommodation Request Deadline | | September 30 th , 2024 |
| 3. Pre-Proposal Conference and Site Tour A virtual option (MS Teams) will be available to accommodate additional attendees who may not be able to attend in person. The meeting ID and passcode are listed below. Microsoft Teams Need help? Join the meeting now Meeting ID: 253 301 498 044 Passcode: DSZTZy Dial in by phone +1 615-988-5047,,248034350# United States, Nashville | 9:00-10:30 AM The conference will be held in person at 9:00 am CT on October 2 nd , 2024, at: Middle Tennessee State University Holmes Conference Room 836 Champion Way Murfreesboro, TN 37132 Google Maps Link | October 2 nd , 2024 |

| | | |
|---|----------------------|--|
| <p>Find a local number Phone conference ID: 248 034 350# Or Request a TEAMS Meeting Invitation from: RFP Coordinator Jamie Brewer Jamie.brewer@mtsu.edu</p> | | |
| 4. Written "Questions & Comments" Deadline | 3:00 pm Central Time | October 9 th , 2024 |
| 5. University Response to Written "Questions and Comments" | | October 14 th , 2024 |
| 6. Notice of Intent to Propose | | October 16 th , 2024 |
| 7. Step 1 Proposal Deadline & University Opening of Proposals | 4:30 pm Central Time | October 25 th , 2024 |
| 8. University Completion of Step 1 Proposal Evaluations and Notification of Step 2 Downselect | | Week of November 4 th |
| 9. Questions and Comments for Step 2 Due | 3:00 pm Central Time | November 25 th , 2024 |
| 10. University Responds to Questions and Comments | | December 6 th , 2024 |
| 11. RFP Step 2 Proposal Deadline | 4:30 pm Central Time | January 31 st , 2025 |
| 12. Step 2 Presentations by Proposing Developers | | Week of February 10 th & 17 th |
| 13. University Completion of Proposal Evaluations and Notification of BAFO Down Select | | February 21 st , 2025 |
| 14. Step 3 BAFO Submission Deadline following BAFO workshop activities | | March 17 th , 2025 |
| 15. University issues Intent to Award Notice and Procurement File is Opened for Public Inspection | | March 28 th , 2025 |
| 16. TSSBA Approval of Lease Agreement | | <i>Summer/Fall 2025</i> |
| 17. SBC approval of intent to award to best evaluated proposer and approval of pre-development agreement | | <i>Summer/Fall 2025</i> |
| 18. SBC approval of lease agreement | | <i>Summer/Fall 2025</i> |

- 5.2 **The University reserves the right, at its sole discretion, to adjust the dates listed above as it deems necessary.** Any adjustments prior to issuance of the Evaluation Notice shall constitute an RFP addendum. The University will communicate such addendums to potential Developers from whom the University has received a Notice of Intent to Propose.

General Information

6.1 Statement of Financial Interests

It is a requirement of Tennessee Code Annotated Section 12-2-114 that any and all persons financially interested in the available space be listed in the proposal response. This requirement includes the interests of the owner/agent, any lienholders or any known future purchasers or lienholders. This information is to be provided in Tab 2 – Project Team Background and Information.

6.2 Proposal & Developer Prohibitions

- 6.2.1. A Proposal must not result from any collusion between Developers. The University will reject any proposal that was not prepared independently without collusion, consultation, communication, or agreement with any other Developer. Regardless of the time of detection, the University will consider any such actions to be grounds for proposal rejection or ground lease termination.
- 6.2.2. A Developer shall not provide, for consideration in this RFP process or subsequent lease negotiations, incorrect information that the Developer knew or should have known was materially incorrect. If the University determines that a Developer has provided such incorrect information, the University may deem the Developer's proposal non-responsive and reject it or terminate the ground lease.
- 6.2.3. The University shall not consider a response from an individual who is, or within the past six (6) months has been, an employee of the State of Tennessee or someone deemed to have an unfair advantage. For purposes of this RFP, the following terms will apply:
- 6.2.3.1. An individual shall be deemed an employee of the State of Tennessee until such time as all compensation for salary, termination pay, and annual leave has been paid;
- 6.2.3.2. A contract with or a response from a company, corporation, or any other contracting entity in which a controlling interest is held by an employee of the State of Tennessee shall be considered to be a contract with or proposal from the employee; and
- 6.2.3.3. A contract with or a response from a company, corporation, or any other contracting entity that employs an individual who is, or within the past six (6) months has been an employee of the State of Tennessee, shall not be

considered a contract with or a proposal from the employee and shall not constitute a prohibited conflict of interest.

6.3 Proposal Errors & Revisions

A Developer is liable for any and all errors or omissions in its proposal. A Developer will not be allowed to alter or revise proposal documents after the Proposal Deadline time and date detailed in RFP Section 5.1 (RFP Schedule of Events) unless such is formally requested, in writing, by the University.

6.4 Proposal Withdrawal

A Developer may withdraw a submitted proposal at any time before the Proposal Deadline time and date detailed above in RFP Section 5.1 (RFP Schedule of Events) by emailing a request signed by an authorized Developer representative. After withdrawing a proposal, a Developer may submit another proposal at any time before the Proposal Deadline.

6.5 Proposal Preparation

This RFP does not commit the University to award a lease or to pay any costs associated with the preparation, submittal, or presentation of any proposal made by a Developer.

6.6 RFP Amendment

The University reserves the right to amend this RFP at any time prior to award, provided that it is amended in writing by addendum. However, prior to any such addendum, the University will consider whether it would negatively impact the ability of potential Developers to meet the proposal deadline and will revise the RFP schedule accordingly if deemed appropriate. If an addendum is issued, the University will convey it to Developers that submitted a *Notice of Intent to Propose*

6.7 RFP Cancellation

The University reserves the right, at its sole discretion, to cancel or to cancel and reissue this RFP in accordance with applicable laws and regulations.

6.8 University Right of Rejection

6.8.1. Subject to applicable laws and regulations, the University reserves the right at its sole discretion to reject any and all proposals.

6.8.2. The University may deem as non-responsive and reject any proposal that does not comply with all terms, conditions, and performance requirements stated in this RFP.

6.9 Disclosure of Proposal Contents

6.9.1. Each proposal and all materials submitted to the University in response to this RFP become the property of the University and will not be returned unless withdrawn as allowed herein. Selection or rejection of a proposal does not affect this ownership right. By submitting a proposal, a Developer acknowledges and accepts

that the full proposal contents and associated documents will become open to public inspection in accordance with the laws of the State of Tennessee.

6.9.2. The University will hold all proposal information in confidence during the evaluation process.

6.9.3. Upon completion of proposal evaluations, which will be indicated by public release of a Notice of Intent to Award, the proposals and associated materials will be opened for review by the public in accordance with Tennessee Code Annotated, Section 10-7-504(a)(7).

6.10 Key Terms and Future Agreements

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

6.10.1. Assignment and Transfer

There will be no right to assign or transfer the ground lease without the express written consent of the University.

6.10.2. Buy-out by the 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 Successful Proposer.

6.10.3. 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 Successful Proposer. The Project must be returned with a minimum of 20% of its useful life after ground lease termination.

6.10.4. Repair, Replacement, and Renovation

The Proposer 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.

6.11 Severability

If any provision of this RFP is declared by a court to be illegal or in conflict with any law, said decision will not affect the validity of the remaining RFP terms and provisions, and the rights and obligations of the University and Developers will be construed and enforced as if the RFP did not contain the particular provision held to be invalid.

6.12 Proposal Evaluation Team

The Proposal Evaluation Team will consist of five (5) or more state employees. The team will evaluate each proposal.

6.13 RFP Communications

6.13.1. The University has assigned the following RFP identification number to this RFP. This number must be referenced in all communications regarding this RFP: RFP TRANSACTION NUMBER 366/000-01-2024

6.13.2. Unauthorized contact about this RFP with employees, officials, or consultants of the University except as detailed below may result in disqualification from consideration under this procurement process.

6.13.2.1. Developers must direct communications all relating to this RFP to the person designated as below ("RFP Coordinator").

For UPS or FedEx deliveries use the following address:

MTSU Campus Planning
Attn: Jamie Brewer
1672 Greenland Drive
Murfreesboro, TN 37132

For United States Postal Service deliveries use the following address:

MTSU Campus Planning
Attn: Jamie Brewer
1301 E. Main Street
Murfreesboro, TN 37132

For hand delivery:

Jamie Brewer
Holmes Building Room 101
836 Champion Way
Murfreesboro, TN 37132
Phone: (615) 494-8867
Email: jamie.brewer@mtsu.edu

6.13.2.2. Developers may also contact the RFP Coordinator to coordinate compliance with the nondiscrimination requirements of the State of Tennessee, Title VI of the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, and associated federal regulations.

6.13.3. Only the University's official, written responses and communications will be binding with regard to this RFP. All oral communications of any type will be unofficial and non-binding.

- 6.13.4. Developers must ensure that the University receives all written comments, including questions and requests for clarification, no later than the *Written Questions and Comments Deadline* detailed below in the RFP Section 5.1 (*RFP Schedule of Events*).
- 6.13.5. Developers assume all the risks for compliance with all deadlines required by this RFP. The University assumes no responsibility for delays or delivery failures resulting from the method of dispatch. Actual or digital “postmarking” of a communication or proposal to the University by a specified deadline date will not substitute for the University’s actual receipt of a communication or proposal.
- 6.13.6. The University will convey all official responses and communications related to this RFP to the Developers from whom the University has received a *Notice of Intent to Propose* (RFP Section 6.14).
- 6.13.7. The University reserves the right to determine, at its sole discretion, the method of conveying official, written responses and communications related to this RFP. Such written communications will be posted to the MTSU Campus Planning procurement web page (<https://www.mtsu.edu/campusplanning/RFPQ.php>) associated with this RFP.
- 6.13.8. The University reserves the right to determine, at its sole discretion, the appropriate and adequate responses to written comments, questions, and requests related to this RFP. The University’s official, written responses will constitute an addendum to this RFP.
- 6.13.9. Any data or information provided by the University (in this RFP or any other subsequent communication) is for informational purposes only. The University will make reasonable efforts to ensure the accuracy of such data or information but does not represent or warrant that such data or information is true or correct; Developers are encouraged to independently verify any University provided information before relying upon it.

6.14. Notice of Intent to Propose

Before the Notice of Intent to Propose deadline detailed above in RFP Section 5.1, *RFP Schedule of Events*, potential Developers are **highly encouraged** to submit to the RFP Coordinator a *Notice of Intent to Propose* (in the form of a simple e-mail or other written communication). Such notice should include the following information:

- the business or individual’s name (as appropriate)
- the contact person’s name and title
- the contact person’s mailing address, telephone number, facsimile number, and e-mail address.

A Notice of Intent to Propose creates no obligation for the University to enter into a contract or agreement related to this RFP.

6.15. Assistance to Developers with a Handicap or Disability

Potential Developers with a handicap or disability may receive reasonable accommodation to participate in this RFP process. Potential Developers may contact the RFP Coordinator to request such reasonable accommodation no later than the Disability Accommodation Request Deadline detailed in the RFP Section 5.1, *RFP Schedule of Events*.

6.16. Developer Required Review of Waiver of Objections

- 6.16.1. Each Developer must carefully review this RFP, including but not limited to, any amendments or addendums, for questions, comments, defects, objections, or any other matter requiring clarification or correction.
- 6.16.2. All questions and comments must be provided to the University in writing no later than the *Written Questions and Comments Deadline* detailed in RFP Section 5.1, *RFP Schedule of Events*.
- 6.16.3. Protests based on any objection shall be considered waived and invalid if the objection has not been brought to the attention of the University, in writing, by the *Written Questions and Comments* deadline.

6.17. Pre-Proposal Conference (Optional)

A Pre-Proposal Conference will be held at the time and date detailed in the RFP Section 5.1, *RFP Schedule of Events*. Pre-Proposal Conference attendance is not mandatory, and a potential Developer may be limited to a maximum of three (3) attendees depending upon overall attendance and space limitations.

The conference will be held in person at 9:00AM Central Time on October 2nd, 2024 at:

Middle Tennessee State University
Holmes Building, Conference Room #111
836 Champion Way
Murfreesboro, TN 37132

A virtual option (MS Teams) will be available to accommodate additional attendees who may not be able to attend in person. The meeting ID and passcode are listed below.

Meeting ID: 253 301 498 044
Meeting Passcode: DSZTZy

The purpose of the conference is to review the terms of the RFP and provide access to the Project Site. The University will entertain questions during the conference; however, Developers must understand that the University's response to any question shall be non-binding. Developers should submit questions concerning this RFP in writing and must submit them prior to the *Written Questions and Comments* deadline date detailed in RFP Section 5.1, *RFP Schedule of Events*. The University will send the official response to questions to potential Developers as indicated in the *RFP Schedule of Events*.

Proposal Requirements, Evaluation & Award

7.1 Evaluation Process

The proposal evaluation process is designed to award the ground lease to the Responsive and Responsible Developer offering the best combination of attributes based upon the evaluation criteria. The term “Responsive” means a person or entity that has submitted a proposal that conforms in all material respects to the RFP. The term “Responsible” means a person or entity that has the capacity in all material respects to perform fully the requirements of the ground lease and demonstrates the integrity and reliability that will assure good faith performance.

The University reserves the right to accept or reject any and all proposals, to waive any informalities in a proposal, and, unless otherwise specified in writing by the Developer, to accept any items in a proposal as written.

NOTICE: The Evaluation Process shall not create rights, interests, or claims of entitlement in either the Developer with the apparent best-evaluated proposal or any other Developer.

7.2 Clarifications

The University reserves the right, at its sole discretion, to request a Developer to clarify information and/or to conduct clarification discussions with any Developers. Any such clarification or discussion will be limited to specific sections of the proposal identified by the University and shall be in accordance with all policies of the University and/or State of Tennessee.

7.3 Step 1 Proposal Requirements & Evaluation

To be considered responsive to this RFP, a proposal must be received by the date specified in Section 5.1 (*RFP Schedule of Events*). The University will not accept Step 1 proposals received after the deadline. Step 1 proposals must be submitted to the RFP Coordinator at the address above. RFP Exhibit 1 will be considered an integral part of the Step 1 proposal. The form must be signed by an individual who is authorized to bind the Developer contractually and must certify that all statements in the proposal are true and correct. The letter must indicate the title or position that the individual holds in the firm and include the Developer’s federal tax I.D. number.

Exhibit 2 ([Mandatory Requirements](#)) **must** also be completed. Proposal responses to this RFP should be clear, concise and organized; meet the mandatory requirements; and be organized in the six major areas described below.

- 7.3.1. **Mandatory Requirements.** The RFP Coordinator will review each Step 1 Proposal to determine compliance with the mandatory requirements described in Exhibit 2. If the RFP Coordinator determines that a proposal may have failed to meet one or more of the mandatory requirements, the RFP Coordinator shall seek the advice of MTSU Procurement Services staff, who will review the proposal and document his/her determination of whether:

- a. The proposal adequately meets requirements, thus warranting further evaluation;
- b. The University will request clarifications or corrections for consideration prior to further evaluation; or,
- c. The University will determine the proposal non-responsive to this RFP and reject it.

In addition to the Mandatory Requirements, Developers' proposals **must** include the information outlined below and be organized by tab in the order described.

Developers should limit their Step 1 proposals to forty (40) 8 1/2"x 11" pages, excluding attachments.

Tab 1 Acknowledgements

Developers are required to submit a signed cover letter that acknowledges the receipt, review, and understanding of all materials provided in this RFP, including information in appendices and exhibits and any issued addenda. With these signature pages, it will be assumed that the Developers are fully aware of all information that may impact the design, program, and financial assumptions included in the RFP submission. Failure to provide these signature pages will result in non-compliance with the submission materials, thus impacting the University's ability to review the proposal.

Tab 2 Project Team Background and Information

Description of Project Team Members: To the extent that any additional team members have been identified, please provide information regarding their role, the overall organizational structure for this Project, and key personnel who will participate. These individuals may include:

- Architects
- Civil, structural, and MEP engineers;
- General Contractors
- Any law firms that will provide legal services for the Developer;
- Entities that will provide operating services, building systems maintenance, and asset management services if not performed by the Developer; and,
- Any entities who will provide funding, like kind or other services to the Developer and who will gain any ownership or beneficial interest in or revenue from the Project.

For each of these entities, provide the following information:

- Name(s)
- Primary address
- Chief Executive/managing partners
- Year founded

Any additions to, or changes to, the Project team members in connection with a proposal are subject to review and approval by the University. If a Developer does not name other entities, then that Developer's proposal will be evaluated assuming that the Developer will self-perform all functions and any later decision to include other entities in any of these

roles will also require review and approval of these entities prior to their use by the Developer.

Tab 3 Relevant Experience & References

Developers should demonstrate that they, their design partners, and their contractors have significant experience delivering multi-family housing projects, preferably in a higher education environment, on time, and on budget. Provide examples of at least three (3) recent projects in which the Developer has participated that are comparable in size, complexity, quality, and scope. Specify the number of beds and square footage included in each project. Highlight the P3 financial structure used for each project.

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

- Title and location of each project, including a detailed description of the projects' integration, if any, with the university's academic programming and student job offerings;
- The reference name, title, address, telephone number, and e-mail address of the primary contact for each listed project.
- Owner of the project with a representative's name, phone number, and e-mail address;
- Use(s) of each facility (and the types of spaces included in each);
- Total project cost of each facility constructed on the project site;
- Architect and general contractor for each project
- Construction timeline and opening date along with a description of how the initial delivery schedule aligned with the implementation schedule;
- Photographs of the completed project or if the project has not been constructed, architectural renderings of the project;
- Structure of the contract with the owner (e.g., design, build, finance, operate, maintain); specify Developer's operation and maintenance obligations;
- A brief summary of the financial structure used for each project (i.e. 501(c)(3), equity, or others); and,
- All arbitration, mediation, or litigation that has arisen from each project, and the current stage of resolution of any of those items. For those items that have been concluded or resolved, the outcome of the arbitration, mediation, or litigation that was conducted.

Tab 4 Technical Capabilities

Specifically, the Developer should demonstrate the following capabilities:

1. Development Implementation: Developers must demonstrate that their proposed team can work in concert with MTSU to meet design and construction requirements and are able to work with the University to complete the Project on schedule and on budget.
2. Facility Maintenance, Custodial, and Asset Management Experience: The University desires to enter into an agreement with a Developer to provide facility

maintenance, custodial, and asset management services. (See Section 3.5.1.2 and [Appendix F](#) for additional information).

Proposals must include evidence demonstrating the Developer's capability to maintain housing assets of similar scale, quality, and scope. The Developer will undertake all maintenance responsibilities, either directly or by contracting with a third-party. All preventive and major maintenance responsibilities will be performed at a level consistent with the University's standards.

Submittals must include evidence demonstrating the Developer's ability to maintain a property of the Project's nature and scope. The Developer should demonstrate that it possesses:

- Substantial experience developing and maintaining similar assets;
- Advanced knowledge of facilities maintenance, repair, construction, and practical application of equipment and materials;
- Demonstrated understanding of facility aging behavior to assess and determine the applicability of remedial maintenance action and lifecycle management; and,
- Ability to partner with an experienced operations manager to oversee the day-to-day management activities associated with the Project.

Tab 5 Financial Capabilities

Provide specific evidence that the Developer has the appropriate financial resources available or access to financing sufficient to construct, operate, and maintain the Project. This evidence should demonstrate that the Project will be funded without impacting the University's balance sheet and will have a neutral or positive effect on MTSU's credit rating. Include the following information:

- Range of financing options the Developer can execute and will consider for the Projects;
- Current available financial resources, access to capital (debt, equity, other) in the current capital market, and number of transactions in the past two years; and,
- If desired, Developers may submit supplemental materials such as bank and credit references, annual reports, or such other documentation as the Developer deems relevant.

Tab 6 Project Approach Narrative

Developers are required to provide a narrative for the Project that addresses the approach to accomplishing the Project given the stated goals, market conditions, and all physical and fiscal constraints/issues. These include:

- Site considerations;
- Quality of construction and life cycle asset management;
- Operations and maintenance considerations; and,
- Occupancy considerations.

The narrative should be no more than five (5) pages.

7.3.2. Evaluation

All Step 1 proposals will be evaluated by a University evaluation team for both compliance and value. The total maximum points that may be awarded for Step 1 proposals will be 50 points as follows:

- Proposal Transmittal and Statement of Clarifications and Assurances– Pass/Fail
- Mandatory Requirements – Pass/Fail
- Tab 1-Acknowledgements – Pass/Fail
- Tab 2-Project Team and Background Information – 10 points
- Tab 3-Relevant Experiences and References – 10 points
- Tab 4-Technical Capabilities – 10 points
- Tab 5-Financial Capabilities – 10 points
- Tab 6-Project Approach Narrative – 10 points

Presentations by the Proposers may be required (as determined by the University) as part of Step 1 of the proposal. The Step 1 presentation has no point value.

Upon completion of the Step 1 Evaluation, including presentations, if any, the five highest (including ties) scoring responsive Proposers will be selected to submit a Step 2 Proposal. All Proposers must score at least 35 points or above to be selected for Step 2.

7.4 Step 2 Proposal Requirements and Evaluation

To be considered, a Step 2 proposal must be received by the date specified in Section 5.1 (RFP Schedule of Events). The University will not accept Step 2 proposals received after the deadline. Step 2 proposals should be submitted to the RFP Coordinator at the address listed above. RFP Exhibit 1, which will be considered a mandatory part of the Step 2 proposal, must be signed by an individual who is authorized to bind the Developer contractually and must certify that all statements in the proposal are true and correct. The letter must indicate the title or position that the individual holds in the firm and also must include the Developer's federal tax I.D. number.

Developers should limit their Step 2 proposals to eighty (80) 8 1/2"x 11" pages, excluding attachments.

Tab 7 Project Program

Developers are required to fill out the program assumptions page provided in [Appendix A – Project Assumptions Matrix](#) that correspond with the submitted proformas and graphics. If there are assumptions provided by the University that do not align with the preliminary program (i.e., exact bed counts), please revise accordingly.

Tab 8 Graphic Documents and Renderings

Developers shall illustrate their preliminary design concepts for all aspects of the Project and the site in a graphic manner as part of the Step 2 RFP response. The drawings requested shall include:

- A schematic site plan for the Project indicating proposed street level functions and the relationship between program components and parking; The schematic plan should allow for future phased development.
- A sample typical residential floor plan for semi-suite and or pod-style housing;
- Typical unit plans for each planned configuration; and
- Conceptual 3D and/or 3D renderings illustrating the major components of the Project, adjacent building massing, and Project Site context

Developers shall clarify their preliminary design concepts with narratives as part of the RFP response. Narratives may also identify specifications offered by the Developers that are outside the design guidelines described herein. The minimum 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 Developer would employ for the Project; and,
- A narrative describing the mechanical systems (HVAC, plumbing) and the electrical system that the Developer would employ for the Project.

Please note the following for your design preparation:

- Drawings shall be 11" x 17"; and,
- No animated fly-through will be expected for the on-campus presentations.

Tab 9 Project Budget

In addition to all the tabs included in [Appendix A](#), Developers **must** provide a brief narrative, which shall not exceed three (3) pages, with details regarding the development budget for all Project scope elements. Please provide any supporting information that will be helpful for MTSU's review. To the extent that revisions to [Appendix A](#) would enhance clarity during the University's review, please provide a narrative supporting why additional line items or re-organization would be helpful.

The Project Budget must also include the following information:

- Predevelopment budget;
- All hard & soft costs; and,
- Unit furniture cost estimates delineated by total estimated costs and costs per room type.

Tab 10 Implementation Schedule

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

- Steps the Developer would take to ensure timely completion of the Project. Within the description, please provide an explanation of how the Developer would keep the Project on schedule;
- Include a schedule for the design and construction of the Project; and,
- Identify any anticipated risks in meeting the targeted schedule and address how the Developer will accommodate site constraints in its construction logistics strategy. In the event of a force majeure event or another delay affecting completion of the Project, please describe how the Developer would mitigate impacts to the University.

Tab 11 Proposed Financing Structures

The University is interested in receiving proposals with structures that Developers believe best respond to the University's request and objectives. The Developer shall submit a detailed description of the deal structure(s) proposed for the Project.

The University will rigorously evaluate and compare the full range of options proposed by Developers. When evaluating and comparing all proposed options, the University will focus on the customized financial structure that best benefits all parties.

Tab 12 Operations and Maintenance

The Developers shall submit a detailed description of their approach to the Project's maintenance, operations, and asset management procedures, recognizing that MTSU wants to provide high-quality housing experiences for its students. Proposers shall provide estimates of all up-front and annual costs associated with the expected required operations and maintenance in their proformas. The Proposers shall provide a narrative summary of how the Project will be operated and managed once construction is complete and examples of previous experience with developments of similar size, complexity, quality, and scope.

Tab 13 Project Proforma

Proposers must provide detailed proformas for each of the proposed financing structures. Developers must submit Microsoft® Excel proformas as attachments for each financial structure presented.

Proformas must include the following information:

- Project Pro Forma
 - All revenue and expenses, including operating and maintenance expenses and net operating income
 - Annual cash flow after debt and / or equity obligations
 - Disclosure of growth assumptions
 - Upfront and ongoing 501(c)(3) foundation fees (if applicable)
 - Design and construction costs, financing and scheduling assumptions and all other identifiable project costs
 - Property taxes (if believed to be applicable given the financial delivery structure)
 - Replacement reserves

- Proposed room-type mix and anticipated rental rates (based on a 9-month academic year term)
- Additional revenue beyond rental revenue during the 9-month academic year term
- All Developer compensation
- Disclose cost of capital assumption for Project funding – full term of ground lease
- Project Compensation to Developer
 - Developer fee
 - Contingencies
 - Revenue sharing
 - Others
- Project Compensation (as applicable) to the University
 - Upfront ground rent
 - Annual base ground rent
 - Percentage of excess annual cash flow shared with the Colleges (i.e., performance ground rent)
 - Profit participation at the sale/ transfer of Developer's ownership in the Project
 - Cumulative cash flow (by source) through the life of the Ground Lease
 - Present value of all cash flows at years 10, 25, 50, and 75 (use a 5% discount rate)

Tab 14 Current/Future Project Disclosure

If applicable, Proposers must disclose any information regarding potential conflicting developmental opportunities/properties in the Murfreesboro area. Beyond the Proposers' interest, MTSU is also interested in understanding if any Proposers' partners (i.e., equity source, operator, etc.) would have a potential conflict of interest due to their participation in other nearby commercial properties.

If any current or future conflict is identified, the Developer must describe the nature of it and how it may be mitigated if selected.

Tab 15 Signed Addenda

If addendum/addenda are issued as part of this RFP, Proposers must sign the document(s) where requested and include these signature pages in Tab 15. Addenda will be issued by the RFP Coordinator via the MTSU Campus Planning procurement web page <https://www.mtsu.edu/campusplanning/RFPQ.php> associated with this RFP and via email.

7.4.1. Evaluation

All Step 2 proposals will be evaluated by the University evaluation team for both compliance and value. The total maximum points that may be awarded for Step 2 proposals will be 115 points as follows:

- Tab 7-Project Program – 10 points
- Tab 8-Graphic Documents and Renderings – 20 points
- Tab 9-Project Budget – 10 points

- Tab 10-Implementation Schedule – 10 points
- Tab 11-Proposed Financing Structures – 15 points
- Tab 12-Operations and Maintenance – 15 points
- Tab 13-Project Proforma – 20 points
- Tab 14-Current/Future Project Disclosure – Pass / Fail
- Tab 15-Signed Addenda – Pass / Fail
- Oral Step 2 Presentation – 15 Points

During the Evaluation period, all Proposers will be required to participate in an Oral Step 2 Presentation, which will include both a presentation and a question-and-answer session lasting between 60 - 90 minutes. The Step 2 Presentation, which will include virtual options for some Proposers' team members, The presentation should begin with an introduction to the development team, outlining their roles and strategic approach to the project. It should then provide a detailed overview of (a) project specifics, including construction and design, operations, finance, and legal aspects, (b) benefits of selecting the Proposers' team, and (c) the Proposers' approach to partnership with MTSU to achieve the University's strategic objectives.

Upon completion of the Step 2 Evaluation, all Proposers scoring 70 and above on this step will have their scores from Step 1 added to the Step 2 scores for a combined Proposer Score. Two (or more) responsive Proposers with the highest Proposer Scores (including ties) will be selected to submit a Step 3 BAFO Proposal. MTSU will continue with this solicitation in the event that only one proposer makes it to the BAFO stage.

7.5 Step 3 Best and Final Offer Requirements & Evaluation

Following evaluation of the responsive proposals, the Proposal Evaluation Team will identify two (or more) of the best evaluated proposals for down-selection to participate in the BAFO stage. This stage will involve more engagement with the Proposal Evaluation Team and other MTSU representatives to refine and optimize the Developer's proposal. This will occur through structured communications, one or more BAFO workshops, and a final presentation by each Developer.

In this stage, Developers will enhance, provide more detail, or otherwise make adjustments based on feedback from the University to the Projects':

- Team Composition
- Functional and Space Program
- Design and Budget
- Schedule
- Financing Plan / Deal Structure
- Operations and Maintenance Plan
- Proformas

During the BAFO step, the University reserves the right to request additional information from Proposers.

The Developers' BAFO must be received by the date specified in Section 5.1 (RFP Schedule of Events). BAFO submittals should be submitted to the RFP Coordinator at the

address listed on page 21 and page 22. BAFOs will be evaluated based on holistic value to MTSU, taking into account the following criteria, among others: (1) a high-quality use of the Project Site; (2) design, development, construction management, and operations capability and experience; (3) a functional and conceptual program and design; (4) proposed business terms; (5) ability to finance the Project; and (6) quality of the anticipated relationship between the Successful Proposer and the University over the term of the ground lease.

The Proposal Evaluation Team will then meet to discuss the results of their independent evaluations of each BAFO. The Proposal Evaluation Team will discuss their evaluations of the merits of each proposal based on the criteria listed above, comparing the advantages and disadvantages of each BAFO, and will determine collectively the BAFO deemed to be in the best interest of the University. Upon determination of the best overall submission, the University will issue an Evaluation Notice to the remaining Proposers that will identify the Successful Proposer that will advance to the negotiations step.

The University reserves the right to accept or reject any and all BAFO proposals, to waive any informalities in any BAFO proposal, and, unless otherwise specified in writing by a Developer, to accept any items in a BAFO as written.

NOTICE: The Evaluation Notice shall not create rights, interests, or claims of entitlement in either the Developer with apparent best-evaluated proposal or any other Developer.

7.5.2. Evaluation

All Step 3 BAFO Proposals will be evaluated by the University's evaluation team for both compliance and value. The total maximum points that may be awarded for Step 3 proposals will be 75 points as follows:

- Quality of Presentation & Deliverables – 20 points
- Project Adjustments – 25 points
- Overall Project Value and Approach – 30 points

Upon completion of the Step 3 Evaluation, all Proposers will be evaluated based on their Step 3 BAFO score. The highest score will be selected as the Successful Proposer.

7.6 Negotiations

In this final Step of the RFP, the Selected Proposer shall negotiate with the University regarding the terms of the ground lease between the parties. The University may request that the Developer make modifications to its proposal and the parties will act in good faith to reach a mutually acceptable agreement. If the University and the Successful Proposer cannot agree to terms, then the University may negotiate with the Developer having the second-best evaluated proposal and so on.

7.7 Lease Award Process

After completion of the evaluation process, the RFP Coordinator may issue a Notice of Intent to Award to all Developers naming the Successful Proposer with which the University has successfully negotiated the ground lease. The ground lease will then be

forwarded to the proper officials of the University and / or State who will determine whether an agreement between the parties should be forwarded to the Executive Sub-Committee of the State Building Commission (the “ESC”) for approval. **The Notice of Intent to Award shall not create rights, interests, or claims of entitlement for the Successful Proposer any other Proposer.**

7.8 RFP Files Open

The University will make the RFP files available for public inspection on the date specified in Section 5.1 (Schedule of Events). The information provided shall be a public record under Tenn. Code Ann. § 10-7-501 et seq.

7.9 Protest Process

Any protests or appeals of protests pursuant to this RFP or the Notice of Intent to Award shall be handled in accordance with State Building Commission By-laws, Policy and Procedure Item 18.

7.10 Lease Approval and Lease Payments

7.10.1. University obligations pursuant to a ground lease award commence only after it is approved by University and State officials, as required by applicable laws and regulations, and is signed by the authorized representative of both parties.

7.10.2. No payments or transfers by the University will be obligated or made until the ground lease is approved as required by applicable statutes and rules of the State of Tennessee and Middle Tennessee State University.

8. Additional Context

8.1. MTSU Strategic Plan 2035

8.1.1. [Strategic Plan Overview](#)

8.1.2. [Mission Survey Report](#)

8.1.3. [December 2023 Update](#)

8.1.4. [Quest for Student Success](#)

8.1.5. [Academic Master Plan](#)

8.1.6. [2015 – 2025 MTSU Strategic Plan](#)

8.2 Campus Master Plan

Optional Proposer Checklist

| <p>MTSU Public-Private Partnership for a New Student Housing Project: OPTIONAL PROPOSER CHECKLIST</p> <p>This checklist serves as a support tool to help ensure a complete and detailed submission from Proposers. In addition to using this document, Proposers must ensure alignment to the RFP and comprehensive fulfillment of the requirements further outlined in it.</p> | <p>Proposal Page Number (To Be Completed by Proposer)</p> |
|--|--|
| <p>RFP STEP 1 Submission Checklist</p> | |
| <p><i>Please refer to RFP pages 25-28 for further detail.</i></p> | |
| <p>1. Provide a completed Proposal Transmittal and Statement of Clarifications and Assurances certification.</p> | |
| <p>2. Provide completed Exhibit 2 (Mandatory Requirements)</p> | |
| <p>3. Tab 1 Acknowledgements</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 26 of the RFP. | |
| <p>4. Tab 2 Project Team Background and Information (Additional Team Members)</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 26 of the RFP. | |
| <p>5. Tab 3 Relevant Experience & References</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 26 of the RFP. | |
| <p>6. Tab 4 Technical Capabilities</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 27 of the RFP. | |
| <p>7. Tab 5 Financial Capabilities</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 28 of the RFP. | |
| <p>8. Tab 6 Project Approach Narrative</p> <ul style="list-style-type: none"> • Complete all requirements outlined on page 28 of the RFP. | |
| <p>RFP STEP 2 Submission Checklist</p> | |
| <p><i>Please refer to RFP pages 29-32 for further detail.</i></p> | |
| <p>1. Provide a completed Proposal Transmittal and Statement of Clarifications and Assurances certification.</p> | |

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|--|--|
| 2. Tab 7 Project Program | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 29 of the RFP. | |
| 3. Tab 8 Graphic Documents and Renderings | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 29 of the RFP. | |
| 4. Tab 9 Project Budget | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 30 of the RFP. | |
| 5. Tab 10 Implementation Schedule | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 30 of the RFP. | |
| 6. Tab 11 Proposed Financing Structures | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 31 of the RFP. | |
| 7. Tab 12 Operations and Maintenance | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 31 of the RFP. | |
| 8. Tab 13 Project Proforma | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 31 of the RFP. | |
| 9. Tab 14 Current / Future Project Disclosure | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 32 of the RFP, if applicable. | |
| 10. Tab 15 Signed Addenda | |
| <ul style="list-style-type: none"> • Complete all requirements outlined on page 32 of the RFP. | |
| 11. Required Appendices | |
| Complete all required Exhibits outlined on page 2 of the RFP. | |

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