



**REQUEST FOR QUALIFICATIONS AND
STATEMENTS OF INTEREST**

RFQ #26-05-001

**MASTER DEVELOPER SERVICES FOR ST. THOMAS
UNIVERSITY DEVELOPMENT PROJECT(S)**

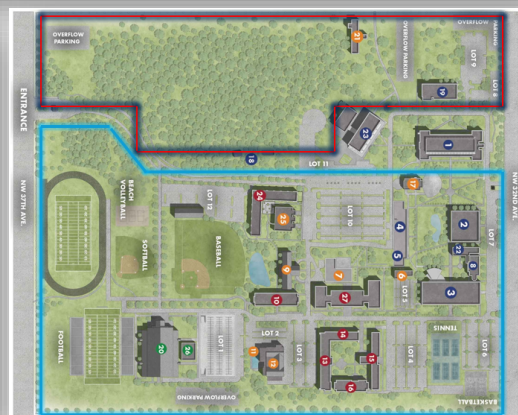
Advertised: May 27, 2026

Table of Contents

SECTION 1: EXECUTIVE SUMMARY	3
SECTION 2: DEVELOPMENT OPPORTUNITY AND UNIVERSITY BACKGROUND	6
SECTION 3: PROCUREMENT OVERVIEW, COMMUNICATIONS, PRE-SUBMITTAL ENGAGEMENT, AND SCHEDULE	17
SECTION 4: EVALUATION CRITERIA AND SCORING METHODOLOGY	19
SECTION 5: SELECTION COMMITTEE EVALUATION AND SELECTION PROCESS ...	21
SECTION 6: SUBMISSION INSTRUCTIONS	22
SECTION 7: REJECTION CRITERIA	28
SECTION 8: ADDITIONAL INFORMATION & TERMS	28
ATTACHMENT A – COMPANY PROFILE FORM	31
ATTACHMENT A-1 – CLAIMS DISCLOSURE CHART	34
ATTACHMENT B – SIMILAR PROJECTS FORM	35
ATTACHMENT C – REFERENCE FORM	42
ATTACHMENT D – ADDENDA ACKNOWLEDGMENT FORM	44

SECTION 1: EXECUTIVE SUMMARY

St. Thomas University (the “University”) is evaluating the potential long-term redevelopment of approximately 27 to 28 acres of its main campus, representing one of the last remaining undeveloped parcels adjacent to the Palmetto Expressway in Miami Gardens, Florida, while also considering opportunities for additional development of other areas of the campus. The site is located between NW 32nd Avenue and NW 37th Avenue and lies within a federally designated Opportunity Zone (the “Development Site”). The University is exploring development approaches that would thoughtfully integrate the site into the broader campus and future development visions as well as the surrounding community while supporting institutional growth and sustainability. While the University is a private sector entity with a 501(c)(3) structure, it is seeking to capitalize on the proliferation of public-private partnership (P3) projects that are dramatically impacting the higher education sector.



Consistent with its Catholic mission and core values, the University places a strong emphasis on collaboration and engagement with the surrounding community. The University recognizes that any future development of the site should enhance the campus environment for students, faculty, and staff, while also contributing positively to neighboring areas and the City of Miami Gardens more broadly.

At a conceptual level, the University is considering the potential for a mixed-use, master-planned development on the Development Site, along with the potential inclusion of other portions of the campus to address the University's current and evolving institutional, residential, and athletic needs, which could incorporate a range of complementary uses. This exploration is being undertaken as part of the University's long-term vision for strategic campus growth and the thoughtful expansion and integration of the overall campus footprint to support future academic, student life, and community engagement objectives.

The Development Site uses may include student housing, workforce/affordable and market-rate residential housing, hotel and hospitality uses, academic or institutional facilities, including an Allied Health Center and College of Nursing building, dining and retail, athletic or recreational amenities, and supporting infrastructure. These potential uses are illustrative only and are intended to convey the breadth of opportunities being evaluated, not to establish a fixed program, predetermined phasing, or approved development plan. The University's exploration of development concepts is informed by its recent enrollment growth, long-term strategic planning efforts, and applicable local planning policies encouraging thoughtful density and integrated development near the campus.

This Request for Qualifications and Statements of Interest ("RFQ") is issued as Step 1 of a competitive, two-step solicitation process designed to identify development teams with the experience, capacity, and organizational strength to potentially partner with the University. Proposers (each, a "Proposer" and collectively, "Proposers") may include master developers, single-component developers, or developers with specialized expertise capable of contributing to discrete elements of a broader development framework.

In advance of this RFQ, the University has conducted internal discussions with university leadership to better understand institutional priorities and long-term objectives for the site. The University also has consulted architectural and development advisors to evaluate site conditions and market considerations. These preliminary efforts are intended to inform the solicitation process and establish a vision framework, not to finalize plans or commit the University to any specific development approach.

Step 1 of the solicitation process focuses on qualifications and statements of interest. Proposers are invited to submit Statements of Qualifications and Interest ("SOQs") demonstrating relevant experience, team composition, and financial capacity. The objective of Step 1 is to enable the University to identify Proposers that may be well-positioned to advance to further consideration in a subsequent procurement step. Participation in Step 1 does not obligate the University to proceed with any Proposer, nor does it obligate the University to issue a subsequent solicitation. The University anticipates hosting a pre-submittal conference and site tour opportunity as part of Step 1.

Based on its detailed evaluation of Step 1 submissions, the University intends to invite the most highly qualified Proposers to participate in Step 2, which is anticipated to be a Request for Proposals. Step 2 is anticipated to involve the submission of more detailed development concepts and commercial proposals, allowing the University to further evaluate potential development approaches, financial considerations, and overall alignment with institutional objectives. Step 2 is intended to allow the shortlisted Proposers to expand on their proposed development concepts and financial plans.

The University anticipates that most developments advanced pursuant to this solicitation would be delivered under a privately financed design, build, and finance structure, with the potential inclusion of operation and maintenance responsibilities, depending on the final delivery approach. Under this structure, the selected development partner or partners would be responsible for all aspects of project design, construction, financing, long-term operations, and maintenance. The University remains open to development concepts that take a broader-campus wide perspective, including opportunities that may involve the use of University capital funding or other institutional resources to advance complementary projects on other portions of its campus, where doing so supports ongoing strategic academic, or student life objectives. Specific to the Affordable/Workforce Housing component(s), the University is seeking a joint venture partnership under a long-term ground lease model through which it can retain ownership interests in the project owner entity and participate in the project's economic benefits.

While the specific transaction structure has not been determined, the University anticipates that a design, build, finance, operate, and maintain (DBFOM) delivery approach may be implemented through one or more privately capitalized arrangements commonly used for institution-adjacent development, which may include long-term ground leases, participation or shared-revenue structures, or other contractual frameworks allocating responsibilities and risks between the University and the development partner. A fee-simple land sale of the Development Site is not contemplated as part of this solicitation. The precise financial, legal, and operational structure, including ownership interests, lease terms, and operational responsibilities, would be defined only in connection with a subsequent Request for Proposals and negotiated agreements, if issued.

The University's two-step procurement approach is intended to promote meaningful participation, open dialogue, and flexibility. While the University has articulated overarching goals and a general vision for the site, it has not adopted predetermined development plans and welcomes well-reasoned, creative concepts from qualified Proposers at the appropriate stages of the process.

The University views this opportunity as a potential catalyst for long-term growth, innovation, and partnership and looks forward to engaging with experienced development teams through a competitive and transparent process. In evaluating development approaches in Step 2, the University anticipates considering a range of qualitative and quantitative factors rather than a single outcome metric. While financial performance and economic value are important considerations, the University is equally focused on achieving development outcomes that support student-centered facilities, complementary academic and campus uses, long-term institutional growth, and responsible integration with the surrounding community. Proposers are encouraged to reflect these priorities in their development concepts and commercial proposals.

SECTION 2: DEVELOPMENT OPPORTUNITY AND UNIVERSITY BACKGROUND

Overview

The University is issuing this RFQ as Step 1 of a two-step competitive solicitation process to identify experienced development entities capable of partnering with the University on mixed-use development opportunities. Responses are sought from qualified master developers, single-component developers, and developers with specialized expertise, the Proposers, with demonstrated experience delivering large-scale, institution-adjacent development projects.

This RFQ is qualifications-based only. The purpose of Step 1 is to evaluate the experience, capacity, and organizational strength of Proposers and the plans for the Development Site. This RFQ does not solicit pricing, negotiated business terms, or binding development commitments. Any future development scope, commercial terms, or contractual obligations shall be addressed through a subsequent procurement step.

The development opportunity centers on approximately 28 acres of university-owned property located on the University's main Miami Gardens campus adjacent to the Palmetto Expressway. As one of the few remaining undeveloped parcels along this corridor, the Development Site presents a strategic opportunity to support long-term campus growth and establish a visible, well-integrated destination within the surrounding area. While this site represents the primary focus of the RFQ, the University is equally interested in exploring the future development and redevelopment of other areas of the campus, including revitalizing pre-existing sites as part of its broader campus evolution strategy. Additional information regarding the Development Site is provided in the site materials included in Section 3.

The University is evaluating development approaches that would integrate this previously undeveloped parcel with existing and proposed campus facilities to support a cohesive, campus-oriented environment. In addition, the University is committed to enhancing and strengthening existing campus environments to support institutional advancement, including the development of a multipurpose arena and recreational complex and an academic tower. The University has not adopted a final master plan or predetermined program for the Development Site and intends for this solicitation process to inform its assessment of qualified development partners and potential delivery approaches.

The University is exploring the potential for a mixed-use, master-planned development program that may include student housing; workforce, affordable, and market-rate residential units; hotel and hospitality facilities; academic and institutional buildings, including an Allied Health and College of Nursing building and an academic tower; retail and dining establishments; athletic and recreational facilities, such as a multipurpose center designed to expand athletic capacity, enhance student fitness amenities, and accommodate commencement and other large-scale events; and supporting infrastructure, including structured parking and a central energy plant.

These potential uses are illustrative only and are intended to convey the general scope of opportunities under consideration, not to establish a fixed program, approved phasing plan, or required development mix, and are not limited exclusively to the Development Site. The University

encourages creativity in Proposer responses, which may include compatible uses not otherwise referenced in this RFQ.

The University anticipates that development of the site, if advanced, would occur in phases over time. Proposers are encouraged to demonstrate experience with phased development programs and may, at a conceptual level, describe alternative approaches to structuring an initial phase. The University expects to retain overarching planning authority and final approval rights with respect to all development undertaken on the Development Site.

Based on its evaluation of responses submitted in Step 1, the University may identify one or more Proposers to be shortlisted and invited to participate in Step 2. Participation in this RFQ is a prerequisite to eligibility for Step 2. The University reserves the right to assign future phases or components of development without issuing an additional solicitation, subject to the terms of any subsequently negotiated agreements.

The University anticipates that any development advanced pursuant to this solicitation would be delivered under a privately financed DBFOM delivery model, pursuant to which the selected development partner or partners would assume responsibility for project design, construction, financing, long-term operations, and maintenance. The University does not anticipate contributing capital funding to the Project. Any interim arrangements, including pre-development activities, and the precise allocation of responsibilities, risks, and economics would be addressed only in connection with a subsequent procurement step and negotiated agreements, if issued.

Development Vision and Strategic Objectives

In October 2025, the University engaged a project team to evaluate the University's vision and determine the potential of the Development Site in advancing these objectives. The Project Team conducted a robust series of working sessions with the University Executive Board to review current site conditions, evaluate constraints and opportunities, and incorporate leadership perspectives into future development strategies and long-term planning that honor the University's history while supporting its projected exponential growth.

Every component of the development must align with the University's mission and long-term vision, advancing institutional priorities while responding to market opportunities. Success extends beyond financial performance, requiring the Project to generate lasting value by strengthening student and faculty recruitment and retention; deepening community engagement; reinforcing the University's regional, national, and global standing; and fostering a campus environment that supports achievement, identity, and meaningful connection.

The outcomes of this process shaped strategic objectives that will guide the Project and are essential to advancing the University's generational vision. The Development Site serves as a transformational opportunity for the University to further develop the student, faculty, and community experience as outlined in its Strategic Plan, found here: <https://www.stu.edu/pursue-excellence/>

Strategic Objectives	
<p>Excellence in Intellectual Discovery</p> 	<ul style="list-style-type: none"> • Commit to academic excellence and values-based ethical leadership within the University’s Catholic intellectual tradition. • Emphasize deep, critical thinking over rote learning. • Strengthen ethical leadership for a global community. • Advance the vision of becoming the great Catholic University of the South by expanding academic reach and supporting enrollment growth and retention.
<p>Excellence in Student Experiences</p> 	<ul style="list-style-type: none"> • Foster a supportive, inclusive, and engaging campus environment that promotes academic success, personal growth, spiritual and values development, community involvement, and vocational exploration. • Strengthen student support services to ensure accessibility and success for all students. • Expand opportunities for student engagement through co-curricular activities, student organizations, athletics, and spiritual formation, including Catholic and interfaith initiatives. • Engage the broader community through experiential learning and service opportunities.
<p>Excellence in Strategic Partnerships</p> 	<ul style="list-style-type: none"> • Position the University as a leading private higher-education partner in South Florida through collaboration with industry and public and private organizations. • Expand external partnerships to enhance academic, athletic, workforce, and operational programming. • Diversify and increase institutional investment through grants, philanthropy, state and federal support, and capital campaigns. • Launch and expand STU Global, an online Catholic University platform offering innovative educational modalities and broader access.


Excellence in Operational Management



- Become an employer of choice by **fostering supportive work environments**, professional development opportunities, and strong employee retention.
- Improve institutional processes, technology, and administrative and student services to reduce inefficiencies and enhance the overall experience.
- Implement forward-looking, data-driven planning and documentation, including data governance, regular policy reviews, and departmental operational plans aligned with the strategic plan.

Assets Under Consideration

Guided by the University’s long-term strategic objectives and informed by high-level market analysis, the University has identified several potential development components and asset types that may support the University’s objectives for the Development Site. These potential components are intended to illustrate opportunities that could generate long-term financial sustainability, expand housing and academic capacity, and enhance campus and community amenities, while contributing positively to the surrounding area.

Asset	Vision Description
<p data-bbox="282 1079 539 1171">Hotel and Conference Center</p> 	<p data-bbox="657 1079 1419 1226">A premium hotel featuring a presidential suite and dedicated University conference space, developed to serve St. Thomas University parents, alumni, visiting faculty, researchers, donors, recruits, and other campus visitors.</p> <p data-bbox="657 1257 1419 1404">Home to 33 intercollegiate athletic teams and a full slate of summer sports camps, academic programs, and special events, the University generates consistent year-round demand.</p> <p data-bbox="657 1436 1419 1709">STU’s proximity to Hard Rock Stadium positions the Property to serve demand generated by Formula 1 events, Miami Dolphins games, concerts, and large-scale regional programming. Additionally, the hotel benefits from convenient access to Opa-Locka Executive Airport, further enhancing its appeal to visiting teams, executives, donors, and VIP guests.</p> <p data-bbox="657 1740 1419 1839">The University’s Culinary Arts, Tourism, and Hospitality Management programs will provide institutional support to the hotel, creating meaningful opportunities for students to</p>

gain hands-on, experiential learning through involvement in hotel operations and guest services.

Collectively, these amenities will elevate the University's ability to host priority constituents, support signature events, and strengthen engagement with alumni, student-athletes, scholars, and institutional partners.

Student and Market Rate Housing



The proposed residential development will include a combination of student housing and market rate residences designed to support both the expanding student population and senior-level St. Thomas University administrators, faculty leaders, and professional staff.

Driven by continued enrollment growth, STU has recently filled two newly developed residence halls totaling approximately 850 beds (a 545-bed facility and a 308-bed facility), demonstrating sustained demand for additional on-campus student housing. As growth continues, additional residential capacity will be required to support current and future students.

The market rate housing component is strategically positioned as a recruitment and retention tool, aimed at attracting top-tier senior leadership, academic talent, and experienced professionals whose expertise is essential to strengthening the University's academic reputation and institutional performance. By offering high-quality housing options in close proximity to campus, the University can enhance its ability to recruit the best senior level employees and support the University's generational excellence.

Affordable/Workforce Housing



A separate residential component will address affordable and workforce housing needs, including units aligned with employee income levels between \$30,000 and \$40,000 annually.

This balanced approach supports housing accessibility, workforce stability, and long-term community sustainability while reinforcing the University's commitment to inclusive growth.

The affordable and workforce housing component may also accommodate senior or retirement-oriented living, aligning

with regional demographic trends. This creates an opportunity for a developer to propose a senior focused residential element that complements the broader housing mix while addressing long-term community needs.

Academic and Residential Life



The proposed development program includes a range of academic, residential life, and institutional facilities designed to support the University's continued growth and evolving campus needs.

Planned improvements include a new student union to serve as a central hub for student engagement, along with additional classroom space to accommodate expanding academic programs.

An additional dining hall facility and student gym will enhance student life and wellness, while a multipurpose auditorium and meeting space that may also function as a performing arts center will provide flexible venues for academic programming, cultural events, conferences, and community gatherings.

Collectively, these facilities will strengthen campus infrastructure, enrich the student experience, and advance STU's academic and institutional mission.

Athletic Facilities Aquatic Center and Hockey Rink



The proposed athletic facilities include an open-air aquatic center and natatorium, along with a dedicated ice and hockey rink to support the expanding athletics profile.

Over the past eight years, the University has significantly expanded its athletics program to more than 33 intercollegiate sports teams, including Football, Rugby, Baseball, Soccer, Volleyball, Women's Flag Football and more, reflecting sustained institutional investment in competitive and student-centered athletics.

The University is nationally recognized for its championship-caliber swimming and diving program, which has captured multiple national titles during this period, reinforcing the University's strength in aquatic sports.



Allied Health Center and College of Nursing Building



Critical Infrastructure

The aquatic center also will inspire meaningful community involvement by advancing the University’s mission to ensure that every Miami Gardens resident learns how to swim by the age of three and will serve as a vital resource for water safety, education, and lifelong wellness.

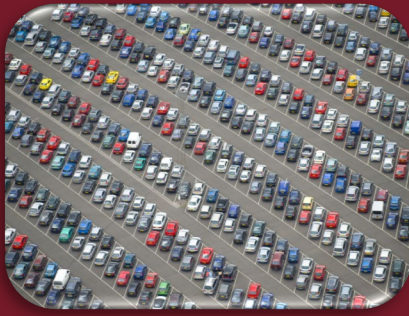
In addition, the recent announcement of a new men’s ice hockey program, launching competition in the 2026 season, combined with the University’s status as an Official Partner of the NHL’s reigning champions, the Florida Panthers, further increases demand for specialized ice facilities that support team development, recruitment, competitive play, and serve as a driver of student enrollment and continued growth in athletics.

These facilities will enhance athletic recruitment, elevate campus life, strengthen the University’s growing national athletics profile, and provide year-round and off-season programming opportunities for youth and community sports programs.

The University’s College of Nursing is setting a new benchmark for excellence, achieving a 100% first-time NCLEX-RN pass rate while rapidly expanding to meet Florida’s critical healthcare workforce needs. With enrollment projected to reach 2,000 students by 2026, the program combines rigorous admissions standards, personalized academic support, and career-focused training to produce highly prepared, practice-ready nurses who strengthen hospitals and communities across the state.

To build on this momentum, the University is seeking to add a state-of-the-art nursing and health sciences facility to its campus, purpose-built for advanced simulation, immersive clinical training, and leadership development. Supported by strategic partnerships, this expansion will strengthen STU’s role as a premier destination for nursing education while helping to meet Florida’s growing workforce demands and advancing healthcare outcomes across the region.

Strategic investment in critical infrastructure, including adequate parking capacity and a centralized energy plant, is essential to support the full buildout of the master development, ensuring operational efficiency, long-term sustainability, and the seamless integration of academic,



residential, athletic, and community-serving facilities. All critical infrastructure must be in concert with the Campus and County Climate Change Initiative and propose sustainable as well as alternative energy opportunities.

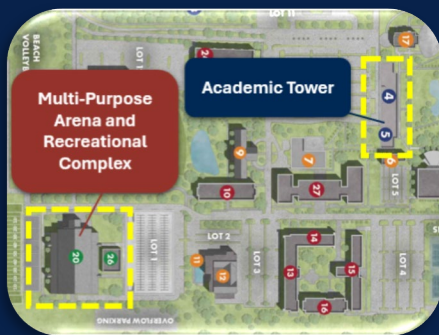
Strategic parking improvements will allow the University to better separate parking by use, improving circulation, safety, and operational efficiency across campus. Increased and well-distributed parking also will enhance the overall visitor and community experience while supporting future growth.

Existing Campus Expansion



As part of its long-term campus planning efforts, the University is interested in exploring opportunities to extend future development and revitalization initiatives to other areas of the campus, including select existing sites, including:

- **Multi-Purpose Arena and Recreational Complex** that will accommodate athletic events, commencement and other large-scale gatherings, a gymnasium designed to support multi-sport practices, a student fitness center, and structured parking; and
- Revitalization of current academic buildings and development of an **Academic Tower** to support new classrooms, faculty offices, student collaboration spaces, and integrated academic support services, while creating a visible campus landmark.



This broader approach reflects the University's commitment to thoughtful, phased growth that supports its academic mission, enhances the campus environment, and strengthens connections with the surrounding community by ensuring future improvements create a cohesive campus vision that advances its growing academic programs, expanding athletics, and evolving residential life.

STU Background and Partnership Overview

Located in Miami Gardens at the intersection of global culture, commerce, and public service, the University serves more than 9,000 undergraduate, graduate, and professional students in an environment defined by opportunity, diversity, and community engagement. Founded in 1961, St. Thomas University stands as one of South Florida's most mission-driven and rapidly advancing institutions of higher education. The University's strategic location within the greater Miami metropolitan area positions it as a vital educational engine for one of the fastest-growing and most internationally connected regions in the United States.

The University delivers a comprehensive and career focused array of academic programs across Arts and Sciences, Business, Education, Leadership, Theology, and the nationally recognized STU College of Law. The University's programs are purposefully designed to meet real-world workforce needs, emphasizing applied learning, professional readiness, and ethical leadership. With a student body reflective of South Florida's multicultural population, the University provides an inclusive learning environment that prepares graduates to succeed in diverse professional settings and to lead in a global society.

The appointment of President David A. Armstrong in 2018 marked a pivotal turning point for the institution. Under his leadership, St. Thomas University has undergone a period of accelerated transformation, expanding its academic portfolio, strengthening institutional capacity, and elevating its regional and national profile. St. Thomas University now offers more than 60 undergraduate, graduate, and doctoral programs, including in high-demand fields such as cybersecurity, data science, business analytics, nursing, sport administration, and leadership studies, all designed to prepare students for emerging industries and executive level careers.

STU's transformation is equally evident in the expansion of athletics and student life. The University has significantly increased its varsity athletic offerings, adding new sports for men and women and enhancing recruitment, enrollment, retention, and campus engagement. The Bobcats compete across nearly 30 varsity sports at the NAIA level, offering student athletes the opportunity to pursue excellence while remaining part of a close-knit, mission-driven community. What truly sets the University's athletics apart is momentum. This is a program that is actively building, investing in facilities, developing new sports, and strengthening its competitive identity. Investments in athletic facilities and student-athlete development reinforce the University's holistic educational model that values leadership, discipline, and academic achievement alongside competition.

In tandem with growth, the University has made bold investments in campus expansion and infrastructure modernization. New and upgraded academic buildings, technology-enhanced learning spaces, athletic and recreational facilities, student commons, and residential areas have expanded the University's physical footprint and improved the overall student experience. The most recent expansion includes a 103,000-square-foot residential complex featuring modern student housing and dining facilities, along with a 121,000 sq-foot, 545-bed residence hall equipped with a state-of-the-art bowling alley and attached dining center, enhancing both the student-athlete experience and overall residential life.

Looking ahead, St. Thomas University is positioned for continued growth and positive outcomes for students and the community. Building on its seventh consecutive year of record-breaking new-student enrollment in 2025, the University welcomed its largest incoming class in University history — 2,963 students, a 20% increase over the prior year.

Since 2018, total enrollment has increased by 103%, while total student housing has increased by 277%. This unprecedented growth spans all student populations, including freshmen, transfers, graduate and online learners, and law students, with new Bobcats representing 41 U.S. states and 78 countries, more than 600 student athletes, and its largest-to-date cohorts of Honors College and Florida Bright Futures scholars.

STU's growth has driven significant economic expansion, growing from an approximately \$85 million asset base to more than \$214 million in total assets while tripling on-campus housing capacity and increasing operating revenue by 54%. During this same period, the University expanded its physical footprint, growing total facilities under roof by 57%, increasing the number of campus buildings from 21 to 27, and more than tripling total assets. Endowment and net assets without donor restrictions also rose substantially, strengthening the University's long-term financial stability and capacity for continued growth.

Leveraging this momentum, future initiatives include continued enrollment growth; the launch of additional undergraduate and graduate programs; expanded experiential learning and internship pipelines; expanded athletic offerings and facilities; and deeper partnerships with industry, government, and community organizations. Together, these efforts will strengthen student outcomes, increase graduation and career placement rates, and enhance the University's role as a catalyst for social mobility and economic development.

Rooted in its Catholic mission and strengthened through visionary leadership, St. Thomas University exemplifies the transformative power of higher education. By combining academic rigor, access, innovation, and service, the University is not only responding to the evolving demands of higher education but also actively shaping the future of South Florida by preparing ethical, adaptable, and career-ready graduates equipped to lead and serve in a global society.

University Demand Profile

Given the University's sustained growth over the past eight years, STU is experiencing strong demand for revenue-generating facilities that support the expansion of its academic, residential, and athletic goals, while also creating new opportunities for the surrounding community. Over the next three years, St. Thomas University anticipates growth ranging up to 20% in incoming student numbers, a trend expected to drive increased activity and demand in the vicinity of the Development Site.

Even with recent investments in on-campus housing, St. Thomas University's residential capacity remains far outpaced by enrollment growth. As of Fall 2025, total enrollment has risen 23% in just one year, increasing to 9,371 this fall, placing unprecedented pressure on campus infrastructure. Yet the University offers only approximately 1,100–1,250 on-campus beds across all residence halls combined, meaning fewer than 15% of students can be housed on campus. This gap is widening as enrollment continues to rise, with new dormitory capacity filling immediately upon opening and existing housing options marked by "very limited availability." The mismatch between rapid enrollment growth and constrained housing supply demonstrates a clear and growing need for additional on-campus residential facilities to support student success. While the University has historically served a significant commuter student population, continued enrollment growth has resulted in increasing demand for on-campus residential options.

To advance this objective, St. Thomas University has identified approximately 28 acres on the north side of its campus as a prime site for strategic development. The Property is one of the last

undeveloped sites within the University and represents the final opportunity for frontage along one of Miami's busiest expressways, positioning it as both a unifying campus gateway and a high-value institutional asset. Fronting the Development Site is the Palmetto Expressway, one of Miami's most heavily traveled corridors and a critical east to west connection between U.S. Route 1 and Interstate 75, carrying more than 144,500 vehicles each day and reinforced by high-volume north to south connecting roadways.



Nearby landmarks such as Miami-Opa Locka Executive Airport, Hard Rock Stadium, Aventura Mall, and other major regional attractions help anchor the area surrounding the Development Site within a highly active and connected portion of Miami-Dade County.



The area surrounding St. Thomas University is predominantly characterized by multifamily residential development, with the University significantly expanding its on-campus student housing to support a growing campus population. As student enrollment and athletics programs continue to

grow, demand is increasing for nearby retail, dining, and hotel accommodations to serve students, visiting families, alumni, and athletic event attendees. However, retail and dining options remain limited, requiring students and residents to travel outside the immediate area for basic services. Hotel, meeting, and conference accommodations are also generally located well beyond the campus area, reflecting a lack of nearby hospitality options that can directly support University activity. The closest hotel is more than 2.5 miles from campus.

In addition, introducing market-rate housing near campus represents a strategic opportunity to support the University's long-term goals to function as a recruitment and retention tool for senior leadership, distinguished faculty, experienced professionals, and University employees and staff, whose expertise is essential to strengthening the University's academic reputation and institutional performance. By offering desirable, affordable housing options in close proximity to campus, the University can improve its ability to attract and retain senior level talent, reduce commuting challenges, and reinforce the University's commitment to long-term excellence.

SECTION 3: PROCUREMENT OVERVIEW, COMMUNICATIONS, PRE-SUBMITTAL ENGAGEMENT, AND SCHEDULE

Procurement Overview

The University is conducting a competitive, two-step solicitation process designed to identify qualified development partners through a structured and transparent evaluation. Prior to the submission of Statements of Qualifications, the University may, at its discretion, offer nonmandatory pre-submittal engagement opportunities, including a pre-submittal conference, site tour, and limited, structured one-on-one meetings, to introduce the opportunity and clarify the solicitation process. Step 1 of the process consists of a qualifications-based review of Statements of Qualifications and Interest to assess experience, team capacity, and financial strength. Following evaluation and shortlisting, the University may invite selected Proposers to participate in Step 2. Step 2 is anticipated to be a Request for Proposals. However, the University reserves the right to proceed with alternative procurement steps and/or processes as the University may determine is in its best interest.

Cone of Silence and Communications Requirements

To ensure fairness, transparency, and integrity in the solicitation process, a "cone of silence" shall be in effect with respect to this RFQ. The cone of silence shall commence upon issuance of this RFQ and shall remain in effect until the University announces its intent to proceed to Step 2 of the solicitation process or otherwise terminates the procurement.

During the cone of silence period, Proposers and their representatives shall not communicate regarding this RFQ or the development opportunity with any member of the University's Board of Trustees, officers, employees, selection committee members, or advisors, except as expressly permitted by this RFQ.

All questions regarding this RFQ shall be submitted only to the University's designated point of contact, Craig Henderson at CHenderson2@stu.edu, and no other communications regarding the RFQ are permitted except as expressly authorized herein. Notwithstanding the foregoing, the University may provide copies of this RFQ to prospective Proposers.

Any violation of the cone of silence may, in the University’s sole discretion, be grounds for disqualification from the solicitation process.

Pre-submittal Conference and Site Tour

The University will conduct a nonmandatory pre-submittal conference, which may be followed by an optional site tour of the Development Site for which advance registration will be required. The purpose of the pre-submittal conference and site tour is to introduce the development opportunity, outline the solicitation process, and provide general information regarding the Development Site. Any information of general applicability presented during the pre-submittal conference or site tour will be documented and made available to all Proposers in accordance with this RFQ.

Pre-submittal One-on-One Meetings

During a limited pre-submittal period, the University may, in its discretion, offer structured one-on-one meetings with interested Proposers. Any Proposer seeking a one-on-one meeting must submit a written request in accordance with the procedures and timeframe established by the University.

If offered, one-on-one meetings will be scheduled during a defined period and conducted using a standardized format. Each participating Proposer will be allocated the same amount of meeting time. The purpose of the meetings is limited to clarification of the RFQ, discussion of the Proposer’s qualifications and experience, and high-level conceptual discussion of the opportunity. One-on-one meetings are not intended to solicit development proposals, pricing, or binding commitments. The University is not obligated to grant one-on-one meetings.

Schedule

Event	Anticipated Timing
RFQ Advertisement	May 27, 2026
Non-Mandatory Pre-Submittal	June 15, 2026 at 1:00 PM EST
Optional Site Tour	June 15, 2026 (immediately following the Pre-Submittal Conference)
Discretionary Pre-Submittal One-on-One	Late June through Early July 2026
RFQ Response Deadline (SOQs Due)	August 5, 2026 at 5:00 PM EST
Evaluation of SOQs	Mid–Late August 2026
Proposer Interviews / Presentations (if conducted)	Late August 2026
Selection Committee Shortlisting Meeting	Early September 2026

SECTION 4: EVALUATION CRITERIA AND SCORING METHODOLOGY

Scoring Matrix

The following scoring matrix summarizes how SOQs submitted in response to this RFQ will be evaluated and scored.

Evaluation Criteria	Maximum Points
Qualifications of the Proposer and Proposed Development Team	30 Points
Relevant Project Experience and Past Performance	25 Points
Proposed Development Concept(s)	25 Points
Financial Capacity and Organizational Strength	20 Points
Total	100 Points

SOQs submitted in response to Step 1 of this solicitation will be evaluated by a selection committee (“Selection Committee”) comprised of University staff, leadership, and advisors, using a comparative scoring process based on the criteria described in this section. The purpose of the evaluation is to identify those Proposers that, based on demonstrated qualifications, experience, organizational capacity, and financial credibility, are best suited to advance in the procurement process and potentially participate in Step 2. The University anticipates that the members of the Selection Committee will be identified and disclosed prior to the RFQ submission deadline.

The evaluation and scoring process is intended to allow the Selection Committee to exercise informed professional judgment while applying a structured and consistent framework across all submissions. The University intends to score each responsive Statement of Qualifications on a 100-point scale, with points allocated among the evaluation categories described below.

Evaluation criteria for this Request for Qualifications are as follows:

Qualifications of the Proposer and Proposed Development Team (Up to 30 Points)

In this category, the Selection Committee will evaluate the organizational qualifications, development platform, and team capacity of the Proposer and its proposed development team to serve as a long-term development partner for the University.

The Selection Committee will consider the Proposer’s overall development model and organizational structure, including demonstrated experience serving as a master developer or lead development entity on complex programs involving multiple asset types, long-term ground lease or partnership arrangements, complex entitlements, and coordination with institutional, development programs will be considered.

In evaluating this factor, the Selection Committee also will assess the composition, continuity, and depth of the proposed development team. Particular attention will be given to the qualifications of key principals and project-specific personnel proposed for sustained involvement, the extent to which such individuals have worked together previously, and whether the proposed team demonstrates sufficient internal expertise across development, finance, design and construction oversight, and long-term asset management functions to support a master developer role over time.

Project Experience and Past Performance (Up to 25 Points)

In this category, the Selection Committee will assess the Proposer's prior performance on comparable projects, including completed, ongoing, or recently delivered developments. The evaluation will focus on the Proposer's demonstrated ability to successfully execute projects of similar complexity, delivery structure, and institutional context, as well as the quality and outcomes of such projects.

The Selection Committee will consider the extent to which referenced projects demonstrate effective management of schedule, budget, stakeholder coordination, and risk. Experience partnering with universities, non-profit institutions, or other mission-driven owners will be viewed favorably. The Selection Committee may also consider references provided by project owners, lenders, or other stakeholders and may conduct independent reference checks or review publicly available information regarding past performance.

The Proposer's history of claims, disputes, litigation, defaults, or terminations will be reviewed in this category, together with the Proposer's explanatory disclosures and the overall context of such matters. The existence of claims or disputes will not automatically disqualify a Proposer. However, the Committee may consider the frequency, magnitude, and nature of such matters as part of its assessment of responsibility, reliability, and risk.

References for a minimum of three similar projects for the Proposer and no more than five projects on which individual team members were involved are requested. To potentially achieve a high ranking here, a higher number of relevant, comparable projects for the Proposer and/or its team members should have been performed, backed by positive, verifiable references. Projects should be those completed as recent as possible, but no later than in the past ten years. There is no mandatory minimum number of Proposers that the Selection Committee must shortlist.

Proposed Development Concept(s) (Up to 25 Points)

In this category, the Selection Committee will evaluate the Proposer's demonstrated understanding of the University's objectives for the Development Site and the broader context in which the Project will occur. The Committee will consider whether the Proposer's submission reflects an appreciation for the University's institutional mission, long-term planning horizon, and desire for a thoughtful, integrated development approach rather than a purely transactional project.

Proposers are encouraged to submit non-binding conceptual narratives describing their preliminary vision(s) for the Development Site and their approach to large-scale, campus-adjacent development. Such narratives should articulate how the Proposer views site organization, phasing, integration with existing campus uses, and the relationship between potential development components. The purpose of this information is to allow the University to understand how the Proposer is approaching the opportunity at a strategic level, not to solicit a final development plan. The final development plan is anticipated to be a key component of the process in Step 2.

Proposers are encouraged to submit high-level schematic materials, which may include conceptual site diagrams, illustrative layouts, or similar graphics. Any such materials are intended solely to support the Proposer’s narrative and to provide visual context for its conceptual approach. Conceptual narratives and schematic materials submitted in response to this section are expressly non-binding, will not be evaluated as development proposals, and shall not limit or define the scope of any future solicitation or agreement.

The Selection Committee will evaluate whether the Proposer’s conceptual materials demonstrate creative and strategic thinking, sensitivity to institutional priorities, and an ability to balance financial feasibility with long-term stewardship, operational considerations, and campus integration. Emphasis will be placed on the clarity and coherence of the Proposer’s conceptual plans rather than on design detail or architectural refinement.

The Selection Committee may also consider qualitative factors bearing on whether the Proposer’s organizational philosophy, partnership approach, and communication style appear compatible with a collaborative, long-term relationship with the University and its advisors.

Financial Capacity and Organizational Strength (Up to 20 Points)

In this category, the Selection Committee will evaluate the Proposer’s financial capacity and organizational strength at a high level, consistent with the qualifications-based nature of Step 1. The evaluation will consider whether the Proposer has demonstrated balance sheet strength, access to equity and debt capital, and established financial relationships sufficient to support large-scale development projects of the magnitude contemplated by the University.

The Selection Committee will review information regarding the Proposer’s ownership structure, capitalization, and access to financial resources, as well as representative examples of prior projects and financing approaches. While pricing, returns, and commercial terms are not being evaluated at this stage, the Selection Committee may consider whether the Proposer’s financial profile appears consistent with the risks, scale, and duration associated with a long-term master development relationship.

Organizational strength also may be evaluated in terms of internal controls, governance, decision-making structure, and demonstrated ability to manage complex, multi-year development programs. The Selection Committee may consider whether the Proposer has the institutional capacity to sustain long-term engagement without undue reliance on contingent or ad hoc resources.

Any financial or organizational information submitted in this section and clearly marked as confidential will be treated by the University as confidential to the extent permitted by law and consistent with the policies of the University, which will use such information solely for purposes of evaluating Proposer qualifications.

SECTION 5: SELECTION COMMITTEE EVALUATION AND SELECTION PROCESS

Following evaluation and scoring under the criteria described above, the Selection Committee may rank Proposers based on total scores and qualitative assessment. The University

may use numerical scores as a guide but is not obligated to advance Proposers strictly in rank order.

As part of the Step 1 evaluation process, the University intends to conduct interviews and/or presentations with some or all Proposers, as determined by the Selection Committee in its sole discretion. Interviews and presentations may be used to clarify information contained in the Statements of Qualifications, to further assess Proposer experience and team composition, and to evaluate the Proposer's understanding of the opportunity and compatibility with the University's objectives.

The University reserves the right to structure interviews or presentations in a manner it deems appropriate, including individual presentations, panel interviews, or other formats designed to support comparative evaluation. Participation in interviews or presentations may be mandatory for Proposers invited to participate, and information obtained during such sessions may be considered by the Selection Committee in the final evaluation and scoring.

Based on the results of the Step 1 evaluation, the University may identify Proposers to be shortlisted for Step 2. The University reserves the right to shortlist fewer than three Proposers, more than three Proposers, one or more Proposers by development component, or no Proposers at all. The University may also elect to discontinue the procurement process following Step 1 if it determines that proceeding is not in its best interest.

SECTION 6: SUBMISSION INSTRUCTIONS

Formatting

All SOQs must be submitted electronically via a University procurement portal available at <https://www.stu.edu/campusdevelopment>.

Submissions must be provided in a single, searchable, combined PDF file, formatted to print on 8½" x 11" paper.

Pages with charts or diagrams may be formatted up to 11" x 17".

Text should be no smaller than 12-point font for narrative sections (smaller font is allowed in captions and footnotes if legible).

The Proposer should prepare the requested information in the following sequence, and in accordance with the other requirements of this section. Each SOQ must contain the following sections, organized with bookmarks, headings numbered and labeled as shown to be considered responsive.

- 1) RFQ Cover Sheet (Not Scored)
- 2) Introduction letter (Not Scored)
- 3) Table of Contents (Not Scored)
- 4) Minimum Qualifications (Pass/Fail)
- 5) Required Acknowledgements, Forms and Certifications (Pass/Fail)
- 6) Qualifications of the Proposer and Proposed Development Team (Up to 30 Points)
- 7) Relevant Project Experience and Past Performance (Up to 25 Points)
- 8) Proposed Development Concept(s) (Up to 25 Points)

9) Financial Capacity and Organizational Strength (Up to 20 Points)

1) RFQ Cover Sheet

Not Scored.

The Cover Sheet shall be marked and identified with the RFQ's name, Procurement Number, date of submission and the Proposer's name.

(Limit: 1 page)

2) Introduction Letter

Not Scored.

Submit a letter of introduction for the SOQ. The letter must be signed by a person authorized to obligate the Proposer to perform the commitments contained in the SOQ. Submission of the letter will constitute (1) a representation by the Proposer that it is willing and able to perform the commitments contained in the SOQ and (2) an acknowledgment and certification of compliance with the requirements of this RFQ and any addenda.

The letter should identify the name and address of the Proposer's legal entity which execute the contract for the Project if awarded. The letter should also identify the name, address, email address, and telephone number of one (1) individual of the Proposer to whom all future correspondence and/or communications related to this RFQ and any addenda shall be directed.

(Limit: 1 page)

3) Table of Contents

Not scored.

1. RFQ Cover Sheet
2. Introduction letter
3. Minimum Qualifications
4. Required Acknowledgements, Attachments, and Certifications
5. Qualifications of the Proposer and Proposed Development Team
6. Relevant Project Experience and Past Performance
7. Proposed Development Concept(s)
8. Financial Capacity and Organizational Strength

4) Minimum Qualifications

Point Value: Pass/Fail.

Provide the following.

- Disclosure of Investigations, Terminations and Claims on prior and/or projects
 - For all projects, provide the following:

- Identify all instances within the past five years where the Proposer or its team members have failed to comply with or been the subject of an investigation of an alleged violation of state or federal laws related to permitting, environmental, or equal employment regulations, safety issues or contract crime involving fraud, bribery, collusion, conspiracy, or material misrepresentation.
- Identify all Proposer contracts that have been suspended or terminated for cause within the past five (5) years. For each contract, identify the party that initiated the suspension or termination, the stated grounds for, and provide explanations of, the circumstances leading to the suspension or termination.
- Disclose all lawsuits, mediations, arbitrations, issues presented to dispute review boards, and claims filed or raised by or against the Proposer or its team members over the last five (5) year which the claimed, demanded, or alleged amount in controversy was One Million Dollars (\$1,000,000) or greater, specifically identifying all of the information requested in Attachment A-1 Claims Disclosure Chart.
 - For the purpose of these disclosures, the Proposer shall include any partner, predecessor, successor, or affiliated entity, such as parent, subsidiary, joint venture or guarantor of the Proposer. The Proposer may choose not to include matters that were resolved prior to the time that an affiliate became associated with the parent company, if that affiliate will not be involved in this contract.
- Any and all licenses, including Florida licenses, required by the scope of work proposed in response to this RFQ.

The University reserves the right to reject any SOQ that includes a history of claims, terminations or substantiated violations, if, in its sole discretion, it determines that the history indicates the Proposer may not be sufficiently responsible for the scope of work. The University reserves the right to comprehensively survey public records and other resources for additional information on all relevant matters (whether or not disclosed by the Proposer).

The purpose of the disclosures is transparency. The University understands that claims are common in the construction industry and that (i) not all claims have validity and (ii) not all issues being claimed are of equal concern. A large volume of claims will not necessarily result in disqualification.

To be considered for the shortlist, a Proposer must demonstrate that it meets the Minimum Qualifications listed above. An SOQ may be considered non-responsive, and will not receive further consideration, if the required documentation is not provided with sufficient details to determine whether the Proposer meets the Minimum Qualifications.

(Limit: None)

5) Required Acknowledgement, Forms, and Certifications

Point Value: Pass/Fail.

Complete, execute and submit the Attachments included in this RFQ.

Failure to submit required forms may result in disqualification.

6) Qualifications of the Proposer and Proposed Development Team

Point Value: Maximum of 30 Points.

Proposers shall submit information demonstrating the firm's organizational qualifications, development platform, and team capacity to serve as a long-term development partner.

The submission shall address the following:

- 1. Firm Profile and Development Platform:** A description of the firm's size, corporate structure, ownership, governance, and development model, including the firm's history, primary lines of business, and experience acting as a master developer or lead developer on complex, multi-phase, or mixed-use development programs. Experience working with institutional, educational, or mission-driven owners should be identified.
- 2. Proposed Development Team and Internal Capacity:** Identification of the proposed development team, including key principals and project-specific personnel expected to have ongoing involvement. Describe each individual's role and responsibilities and explain how the team's collective experience, continuity, and working relationships support delivery of a long-term development program.
- 3. Subconsultants and Proposed Partners:** Identification of any proposed subconsultants or affiliated entities and a description of their anticipated responsibilities.
- 4. Capacity and Workload:** Recent, current, and projected workload, including the firm's ability and willingness to meet the University's schedule and contract requirements.
- 5. Office Location and Local Presence:** Identify the primary office from which the project will be managed. Describe any local presence or proximity advantages, and explain how your geographic location supports responsiveness, efficiency, and cost effectiveness.

(Limit: 8 pages)

Organizational Chart and Resumes: Include an organizational chart identifying all proposed Project team members by name and title, and provide resumes for each individual. Resumes shall highlight relevant experience, and any required professional licensure associated with that role. The organization chart and resumes will not be counted towards the page limit.

Proposers shall also complete **Attachment A – Company Profile Form**. This form will not be counted towards the page limit.

The Selection Committee may consider any history of claims, defaults, or terminations involving the Proposer, subconsultants, or key personnel when assessing responsibility, integrity, and overall qualifications. Such information may be obtained from public records, reference checks, or disclosures in the SOQ.

7) Relevant Project Experience and Past Performance

Point Value: Maximum of 25 Points.

Proposers shall provide project experience information in two parts:

Narrative Discussion of Firm and Team Experience

Proposers shall provide a narrative summary describing the prior and current performance of the Firm, proposed subconsultants, and key professionals on projects comparable to this RFQ. The narrative should address the relevance of past work to the services described in this RFQ.

Proposers shall disclose any history of claims, defaults, performance issues, or terminations involving the Firm, proposed subconsultants, or key personnel. The Selection Committee may supplement this review through reference checks or public records.

(Limit: 4 pages)

Required Project Forms (Attachment B and Attachment C)

Proposers must complete **Attachment B – Project Experience Form** for each referenced project. At a minimum, Proposers shall submit:

- Three similar projects completed or held by the Firm or proposed subconsultants within the past ten years; and
- Five similar projects completed or held by individual proposed team members within the past ten years.

Proposers must also complete **Attachment C – Reference Form**. Proposers are responsible for obtaining and providing a minimum of three completed Project-Specific References with their SOQs. Failure to provide the completed references may result in the SOQs being deemed non-responsive.

The University reserves the right to solicit from all available sources relevant information concerning Proposer's past performance (whether the project is disclosed or not) and may consider such information in its scoring of this category.

8) Proposed Development Concept(s)

Point Value: Maximum of 25 Points.

Proposers shall provide a narrative demonstrating a clear understanding of the University's objectives for this solicitation, the Development Site context, and the qualifications-based nature of Step 1 of the procurement process. The narrative should reflect an understanding of the University's interest in a phased, mixed-use development delivered under a privately financed DBFOM model and the importance of aligning long-term operational responsibility with institutional mission and campus needs.

As part of this section, Proposers shall describe, at a conceptual level, their preliminary development concepts for the Development Site. This description shall address how the Proposer is contemplating overall site organization, potential phasing, relationships among proposed uses, integration with existing campus facilities, and interface with surrounding uses and infrastructure.

The intent of this requirement is to allow the University to understand what the Proposer is contemplating for the site, not to solicit a final development plan.

Proposers may include high-level schematic or illustrative materials, such as conceptual site diagrams, massing studies, or preliminary layouts, to support the narrative description. Any such materials shall be conceptual only and do not need to include detailed architectural design, construction documents, or negotiated economic terms.

Proposers should describe, at a conceptual level, their approach to partnering with higher-education institutions on complex, long-term development initiatives, including experience coordinating with institutional stakeholders, navigating phased implementation, and integrating multiple asset types within a cohesive development framework. The narrative may address how the Proposer typically approaches planning, design coordination, construction delivery, financing, and long-term operations in a manner consistent with institutional priorities and community context.

The University will evaluate the extent to which the Proposer's narrative demonstrates thoughtful engagement with the opportunity, realism regarding delivery under a DBFOM model, and an ability to balance financial performance with long-term stewardship and operational excellence. Conceptual discussions are intended to demonstrate experience and understanding only and will not be evaluated as proposed development plans.

Financial information submitted in response to this section is intended solely to demonstrate capacity and credibility. Proposers are not required to submit pricing, pro formas, or negotiated economic terms as part of Step 1.

(Limit: The narrative response to this section shall not exceed eight (8) pages. Conceptual graphics, diagrams, or illustrative materials may be submitted as exhibits and shall not count toward the page limit; however, such exhibits shall be limited to a maximum of ten (10) pages in total. The University reserves the right to disregard materials submitted in excess of these limits. Proposers may present more than one conceptual development approach, provided that all such concepts collectively comply with the stated page limits.)

9) Financial Capacity and Organizational Strength

Point Value: Maximum of 20 Points.

Proposers shall submit information demonstrating their financial capacity, capitalization strength, and organizational resources sufficient to support a large-scale, privately financed development undertaken under a design, build, finance, operate, and maintain (DBFOM) delivery model.

Submissions should describe the Proposer's financial profile at a level appropriate for a qualifications-based solicitation, including balance sheet strength, access to equity capital, relationships with lending institutions, and experience structuring and financing comparable privately capitalized development projects. Proposers should identify the entity or entities

expected to provide equity and financing for the Project and describe prior experience deploying such capital in long-term, institution-adjacent or campus-oriented developments.

The University will evaluate the extent to which the Proposer's financial resources, organizational structure, and investment approach demonstrate the ability to assume full responsibility for project financing and long-term operations without reliance on University capital contributions. The University may also consider the Proposer's experience managing financial risk over extended development and operational horizons consistent with a DBFOM delivery framework.

(Limit: 5 pages)

SECTION 7: REJECTION CRITERIA

SOQs may be rejected as non-responsive for reasons including by not limited to:

1. All questions, instructions, and forms in the RFQ have not been properly completed.
2. The SOQ is found to have concealed or contained false and/or misleading information.
3. The University did not receive the SOQ by the submittal deadline.
4. Attachments have not been completed, signed, and/or submitted.
5. The SOQ is not properly executed.

The University reserves the right to reject all SOQs, to waive any informalities, and to solicit and re-advertise for other SOQs.

SECTION 8: ADDITIONAL INFORMATION & TERMS

Withdrawal of SOQ

No SOQ may be withdrawn after it is submitted unless the Proposer makes its request in writing, signed by the Proposer's duly authorized representative, and such request is received at the place stipulated in the Instructions for receipt of SOQs prior to the time and date fixed for the opening of SOQs.

SOQ Irregularities and Procurement Cancellation

The University reserves the right to waive informalities, reject any or all submittals, or terminate the procurement process at any time if deemed in the best interest of the Project.

Conflict of Interest

All Proposers must disclose with their SOQ the name of any officer, director, or agent who is also an employee of the University. All Firms must disclose the name of any University employee who owns, directly or indirectly, an interest of ten percent (10%) or more in the Proposer's firm or any of its branches. Proposers should use Attachment D – Notice of Conflict of Interest in making these disclosures.

Governing Laws and Regulations

Any contract awarded as part of this procurement shall be governed by the laws of the State of Florida, with venue in Miami-Dade County, Florida. The Proposers shall comply with all federal, state, and local laws and regulations applicable to the Project.

Safety Provisions

The selected Proposer must ensure that all materials, equipment, and operations under the contract comply with all applicable standards of the Occupational Safety and Health Administration (OSHA). If, during the term of the contract, any material or equipment is found to be noncompliant with OSHA standards, the Proposer shall bear all costs necessary to bring the project into compliance. Failure or refusal to comply with OSHA requirements may be considered cause for contract termination.

Patent Fees and Royalties

If the Proposer uses any patented design, device, material, or process in connection with the work under this contract, it shall pay all royalties and license fees and shall indemnify and hold the University from any claims for infringement. The University shall not be liable for any royalty or license fee.

Advertising

The selected Proposer shall not use the award of a contract resulting from this RFQ as part of any commercial advertising or promotional materials without prior written consent from The University.

Disqualification of Firm

Only one SOQ may be submitted by an individual, firm, partnership, or corporation under the same or different names. If it is determined that a Proposer has interest in more than one SOQ, all such SOQs shall be rejected. Collusion between Proposers is strictly prohibited and will result in disqualification of all associated parties.

Changes to Key Members

Proposers may not substitute, add, or remove any key individuals identified in their SOQ without prior written approval from the University. If a Proposer seeks to make a change, they must submit a written request detailing the change and receive approval prior to interviews or contract negotiations. Unauthorized changes may result in disqualification.

Confidentiality

Proposers may designate portions of their submissions as confidential or proprietary by clearly and conspicuously marking such information at the time of submission. The University will use reasonable efforts to maintain confidentiality of information properly marked as confidential to the extent permitted by law and consistent with the University's policies. The University does not guarantee confidentiality of any submission and will not be responsible for the unauthorized disclosure of information not clearly identified as confidential.

SOQ Preparation Costs

This RFQ does not commit the University to award a contract, to pay any costs incurred in the preparation of a response, or to procure or contract for any services.

Information Provided by Proposers

The University will rely on the information submitted in the SOQ when evaluating qualifications and making an award decision. Any material misrepresentation or omission may result in disqualification or contract termination, and the University reserves the right to verify any submitted information with third parties.

ATTACHMENT A – COMPANY PROFILE FORM

Firm Name: _____

Address of Proposed Office in Charge: _____

Phone Number: _____

E-mail Address: _____ Website: _____

If applicable, parent company: _____

If different, address of parent company: _____

If different, phone number of parent company: _____

If different, website of parent company: _____

Type of Business: Individual Corporation Partnership

Other, please explain: _____

If corporation, complete the following:

Date of Incorporation: _____ State of Incorporation: _____

Date Authorized to Do Business in Florida: _____ FEIN.: _____

President: _____

Vice President: _____

Secretary: _____

If partnership, complete the following:

Date Organized: _____ Type (e.g., general, limited): _____

FEIN: _____

Names and Address of Partners (attach pages if necessary):

_____	_____
_____	_____
_____	_____
_____	_____

List and describe all bankruptcy petitions (voluntary or involuntary) which have been filed by or against the Proposer, its parent or subsidiaries or predecessor organizations during the past ten

years. Include in the description the disposition of each such petition (attach additional sheets if necessary). _____

Identify all instances within the past five (5) years in which the Proposer or any proposed team member failed to comply with, or was the subject of an investigation relating to, alleged violations of applicable federal or state laws or regulations, including but not limited to permitting, environmental regulations, equal employment opportunity requirements, workplace safety, or contract-related crimes involving fraud, bribery, collusion, conspiracy, or material misrepresentation.

If none, state "None." Attach additional sheets if necessary. _____

Identify all contracts involving the Proposer that were suspended or terminated for cause within the past five (5) years. For each instance, identify the contracting entity, the party that initiated the suspension or termination, the stated grounds, and briefly describe the circumstances leading to such action.

If none, state "None." Attach additional sheets if necessary.

List and describe all criminal proceedings or hearings concerning business related offenses in which the Proposer, its principals, officers, or predecessor organization(s) were defendants (attach additional sheets, if necessary). _____

Disclose all lawsuits, mediations, arbitrations, dispute review board matters, and claims filed by or against the Proposer or any proposed team member within the past five (5) years in which the claimed, demanded, or alleged amount in controversy was One Million Dollars (\$1,000,000) or greater. All disclosures required by this section shall be made using Attachment A-1 and any additional copies as necessary.

ATTACHMENT A-1 – CLAIMS DISCLOSURE CHART

Case Name	Case Number	Proposer's Role	Other Parties Named in Case	Nature of Matter (Claim, Dispute, Arbitration, Litigation, Termination, Adverse Finding)	Description of the Claim	Amounts at Issue (both Cost and Time)	Outcome/Current Status	Year Filed/Initiated	Year Resolved or Pending

Proposers shall complete and submit additional copies of this form as necessary to fully disclose all applicable matters

ATTACHMENT B – SIMILAR PROJECTS FORM

List at least three similar projects completed or held by the Proposer (lead firm or proposed subconsultants) in the past ten years. In addition, list at least five similar projects completed or held by proposed individual team members in the past ten years. Attached additional sheets if necessary.

Similar Project #1

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #2

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #3

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #4

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #5

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____

(month/year)

(month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #6

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #7

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

Similar Project #8

Client Name: _____

Current contact person at client: _____

Telephone: _____ Fax: _____ E-mail: _____

Address of agency/company: _____

Name of project: _____

Was the Proposer the primary consultant or a subcontractor? _____

Description: _____

Consultant Cost: _____ Start date: _____ Completion date: _____
(month/year) (month/year)

Within budget? Yes No Additional detail: _____

Within schedule? Yes No Additional detail: _____

Principal/Project Manager in Charge: _____

Others Team Members: _____

Licensing/Certifications Required: _____

Were change orders issued? Yes No; If yes, explain: _____

ATTACHMENT C – REFERENCE FORM

Company Under Review: _____ RFQ No. _____

Company Providing Reference: _____

Name of Person Providing Reference: _____

Telephone: _____ E-mail: _____

Name of Project Completed/Held for Referenced Company: _____

Team Members for this Project: _____

Describe the scope of work of the contract awarded by your company/agency to this contractor: _

[CONTINUED ON FOLLOWING PAGE]

Please answer the questions below using the following rating scale:

1=Poor 2=Fair 3=Average 4=Good 5=Excellent

No.	Questions	Rating	Comments
2.	Rate the level of commitment of the firm to your project. Did they devote the time and management staff necessary for successful and timely work?		
3.	Rate the quality of customer service and the competence and accessibility of the personnel and experience with master developer services.		
4.	Rate the firm's interactive capability with your staff.		
5.	Rate the firm's success at minimizing and controlling potential mistakes. Were there bid addendums, contract change orders, etc.		
6.	Rate the overall quality of the work, and specific work as a master developer		
7.	Rate the comfort and confidence you had in the firm.		
8.	If you have a similar contract to undertake in the future, would the firm be considered?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Additional comments: _____

ATTACHMENT D – ADDENDA ACKNOWLEDGMENT FORM

This acknowledgment form serves to confirm that the Proposer has reviewed, complied with and/or accepted all Addenda to the solicitation.

Please list all Addenda below.

Name of Proposer's Organization

Signature of Authorized Representative and
Date

Print Name

This page is intentionally blank