

  
**GALLAUDET**  
UNIVERSITY

GALLAUDET UNIVERSITY  
FOUNDATION

## **REQUEST FOR QUALIFICATIONS**

**REGARDING DEVELOPMENT  
OF THE  
UNIVERSITY'S PROPERTIES  
LOCATED ALONG  
6TH STREET NE**

May 22, 2013



## **REQUEST FOR QUALIFICATIONS**

Prepared For:

**Gallaudet University**

Prepared By:

**Gallaudet University Foundation**

### **Consultant Team**

ZGF Architects - Urban Design & Development Strategy

HR+A Advisors - Real Estate Advisory Services

CBRE - Real Estate Advisory Services

Gorove/Slade - Transportation Planning

Wiles Mensch - Civil Engineering

# INTRODUCTION

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On behalf of Gallaudet University, the Gallaudet University Foundation (the Foundation) invites and welcomes your participation in a process to select a development partner(s) for the University's properties along 6th Street Northeast, between Florida Avenue and Penn Street Northeast ("the 6th Street Corridor"). The 6th Street Corridor project is an outstanding opportunity to lead the redevelopment of a historic neighborhood of the nation's capital.

This Request for Qualifications ("RFQ") is the first step in the University's process to select a development partner. The University has requested its independent real estate development affiliate, the Foundation, to oversee and manage this process. It is the intent of the Foundation to follow this RFQ with a more focused and detailed Request for Proposal ("RFP") that will be circulated to a smaller group of finalist candidates.

The Foundation is interested in identifying a development partner who will embrace the Development Vision illustrated in this RFQ, while complementing it with their ideas for success in the market. The Foundation is seeking an equity development partner who can bring the necessary experience and financial capacity to fund and deliver all vertical improvements and infrastructure components. It is anticipated that the development partner(s) will lead the process to increase zoning entitlements and development rights through the appropriate District of Columbia channels. The Foundation believes that this process will be primarily guided by the principles in the adopted Florida Avenue Small Area Plan (SAP), along with the District's Map Amendment process. The University expects the developer to be centrally involved in a program (working with the University and the District) to improve and fund the infrastructure, streetscape, and connectivity between the campus and the Florida Avenue Market (FAM).

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## I. OVERVIEW

### GALLAUDET UNIVERSITY

Federally chartered in 1864, Gallaudet is a bilingual, diverse, multicultural institution of higher education that ensures the intellectual and professional advancement of deaf and hard of hearing individuals through American Sign Language and English. Since its founding, Gallaudet is the only university in the world in which all programs are tailored for deaf and hard of hearing students, making it a cultural destination for the international deaf community and the center of one of the largest concentrations of deaf people in the world. The campus' historic core, planned by Frederick Law Olmsted, is identified as a Historic District by the National Historic Register and provides the bucolic and collegial setting that has engendered Gallaudet's recognition as a "hidden gem" of the District.



Outside the campus gates, from the direction of the new NoMA neighborhood to the southwest and the H street corridor to the south, development activity is approaching. In 2004, the NoMA-Gallaudet U Metro station opened, directing further investment interest towards Near Northeast. Residents have taken notice as local average home prices have more than quintupled since 2000. During the winter of 2012, the D.C. Council's Committee on Economic Development announced that an additional \$5 billion in investments was committed to the area.

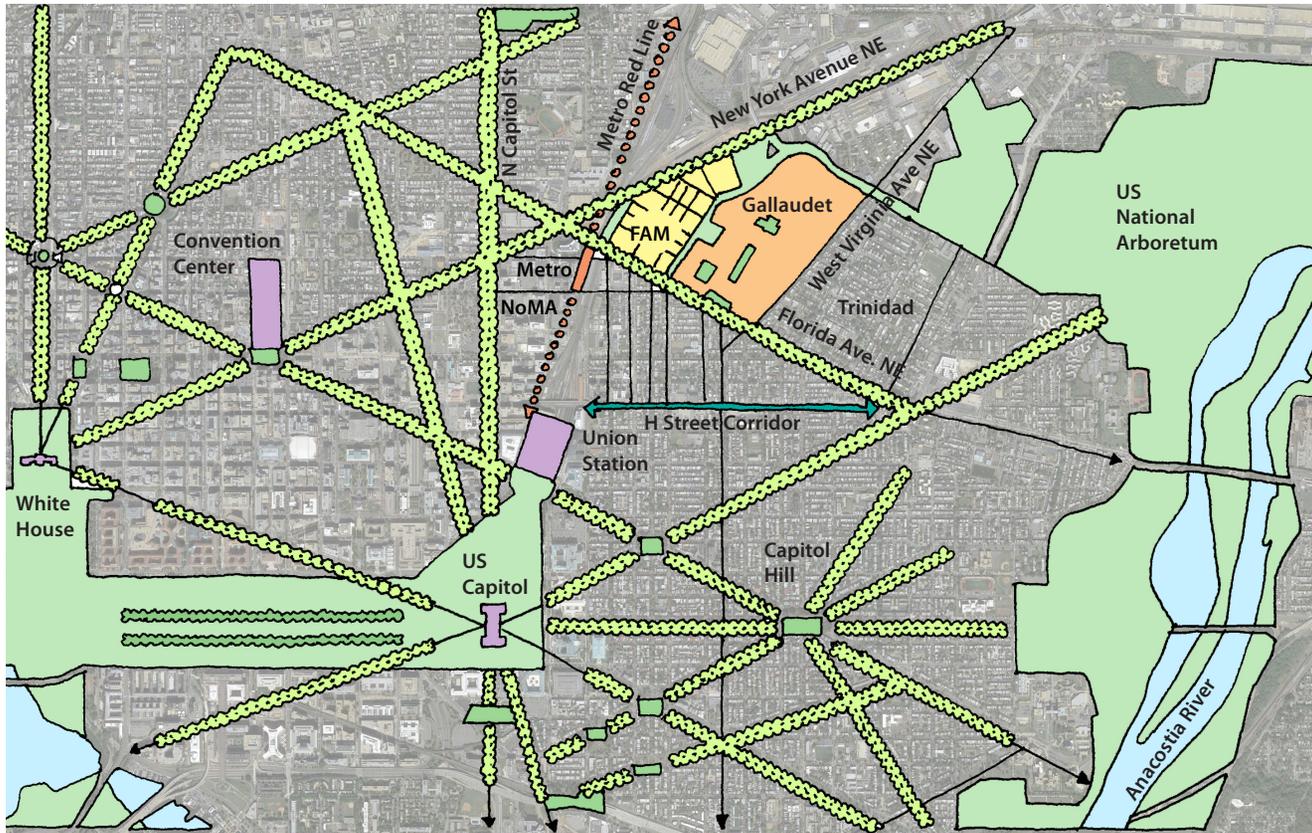
Gallaudet is also undergoing an exciting time of renewal, engaging new tools and philosophies to reshape its curriculum and facilities for the 21st century. The 2015 Strategic Plan laid out a roadmap to achieve academic and research objectives, challenging the university to re-think many long-held assumptions. Through its 2022 Campus Plan: "From Isolation to Innovation," the University is re-orientating its campus to foster a vibrant "Living and Learning" environment, greater social interaction, and better integration with surrounding communities. In September 2011, Gallaudet hosted an Advisory Service Panel from the Urban Land Institute (ULI) to engage District, community and University stakeholders and explore ideas to support the ambitions of the new campus plan, resulting in a published report with recommendations for repositioning the University and renewing its surrounding communities.



As the campus and the surrounding community are developed, Gallaudet's deaf community has a unique opportunity to enrich the ways in which buildings and public space are conceived to more sensitively serve people of all physical and sensory abilities. Deaf people inhabit a rich sensory world with a unique approach to architecture known as *DeafSpace* that enables and expresses visual language, a tactile and visually centered means of wayfinding and a culture built around these linguistic and cognitive abilities. Through the application of *DeafSpace* principles the 6th Street development has the potential to become a model for developing more livable and sustainable spaces for people of all abilities.

Chapel Hall (top), College Hall (middle), Olmsted Green (bottom)

## Gallaudet University Context



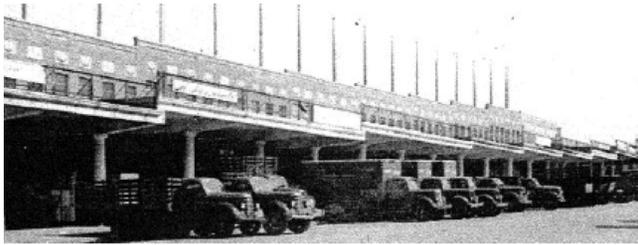
The Gallaudet community is comprised of a diverse student population and has an alumni base that spans the globe. Demographics of the University population break down as follows:

- 1,821 students enrolled in Undergraduate and Graduate programs;
- 244 primary and secondary school students attending the Laurent Clerc National Deaf Education Center;
- 985 employees working on campus, including 236 faculty members and teachers; and
- 21,436 alumni living and working around the world.

Gallaudet is one of the oldest and largest employers in NE DC. In FY 2012, the University spent \$107.1 million on salaries, wages and benefits, \$58.6 million on goods and services and \$33.2 million on capital improvements while managing an endowment of \$160 million.



Gallaudet supports a diverse student population

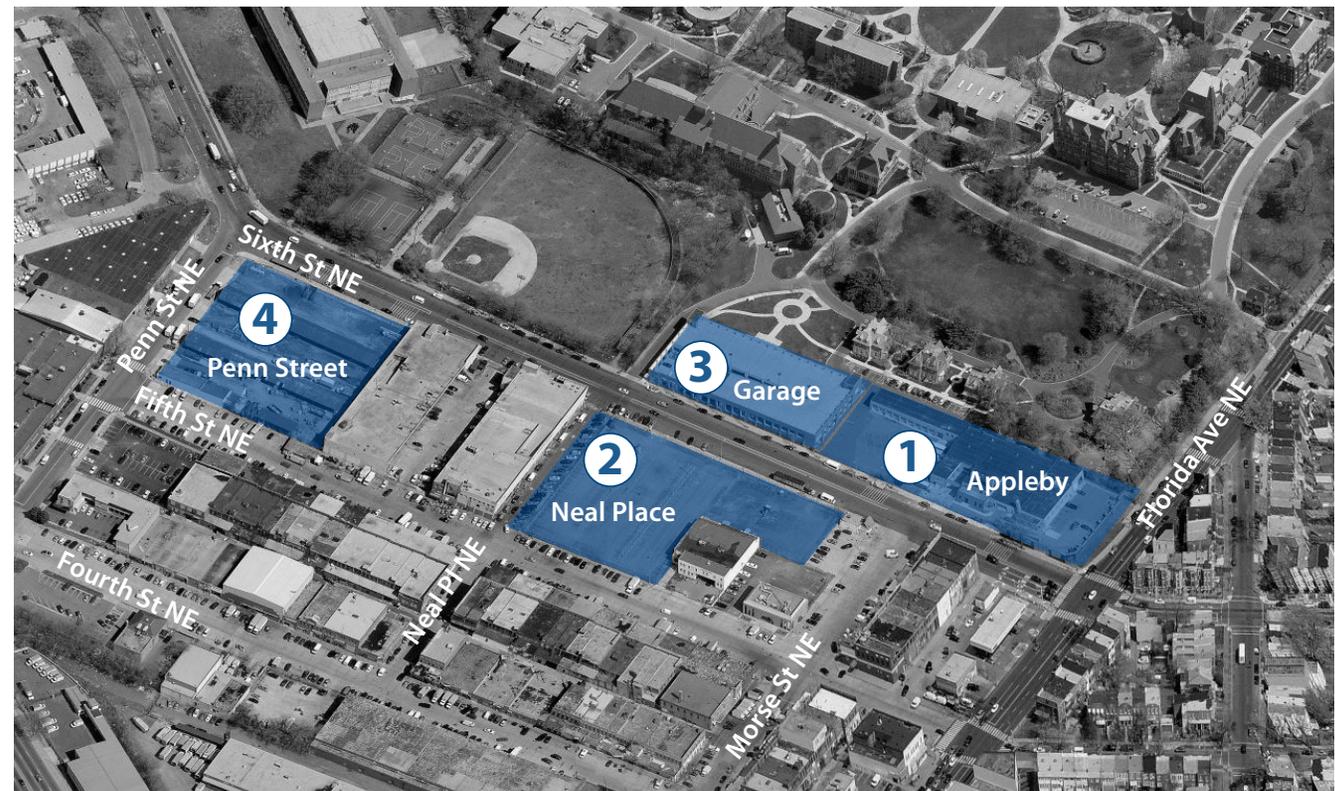


Views of the FAM, historic (top) and today

## THE 6TH STREET CORRIDOR AND THE FLORIDA AVENUE MARKET

The 6th Street Corridor is located in Near Northeast Washington, DC and forms a spine that links the historic FAM and Gallaudet University. Gallaudet has been the longest inhabitant of this area of the nation's capital, with a rich history that dates back 150 years. The University is interested in redeveloping its properties along the 6th Street Corridor to provide an exciting amenity base for all individuals who are affiliated with Gallaudet's campus and its educational mission, while also enhancing the overall "livability" of the neighborhood.

Gallaudet is the single largest landowner within FAM, with properties located on both sides of 6th Street NE. The west side properties (technically part of FAM) are known as the Neal Place parcel (Parcel 2 / 87,638 land square feet), and the Penn Street parcel (Parcel 4 / 78,936 land square feet). Both of these parcels are essentially vacant land parcels used only for above ground storage or surface parking. The east side parcels (technically part of the campus proper) are comprised of what is known as the Appleby site (Parcel 1 / 61,400 land square feet with existing University buildings) and the Parking Garage site (Parcel 3 / 44,900 land square feet, improved by a structured parking deck.) Current zoning for all the properties is C-M-1. The Florida Avenue Market Small Area Plan includes recommendations for an increase in FAR and building heights for the properties west of 6th Street NE, and has been approved by the Council of the District of Columbia in 2009.



Gallaudet Properties along the 6th Street Corridor

FAM holds an important role in the District’s evolution. The 40-acre market opened as the Union Terminal Market in 1931 under a coalition of food wholesalers. Purveyors of local produce, meats and prepared food set up shop in two-story buff brick buildings and open air stalls alongside wide streets, serving local residents, restaurants and food service businesses. The market quickly grew in prominence, becoming the largest food distribution channel in Washington by the 1950s. However, in the 1960s, the rise of supermarkets and their independent supply chains lessened the importance of FAM, and instigated its decline. Today, FAM represents a special urban renewal opportunity to develop an authentic, sustainable and vibrant mixed-use neighborhood and to steer Washington’s on-going food revolution.

FAM is immediately adjacent to some of Washington, DC’s fastest growing and most dynamic mixed-use neighborhoods in NoMa and the H Street Corridor. With direct access to major local roads and proximity to the NoMa-Gallaudet Metro station, FAM is well positioned to capitalize on the District’s ongoing revitalization. Building on the recent success of individual projects, such as Edens’ Union Market, Gallaudet’s properties in the 6th Street Corridor represent a significant opportunity for long-term, strategic redevelopment in the marketplace area.

### Demographic Profile of Area Surrounding FAM

	Neighborhood Radius*		
	Within 0.5 Miles	Within 1.0 Miles	Within 3.0 Miles
<b>Population</b>			
Total Population, 2012	6,337	39,949	329,167
% Annual Growth, 2012 to 2017	2.4%	2.2%	1.2%
Median Age, 2012	32.1	34.1	33.4
<b>Households</b>			
Total Households, 2012	2,188	16,798	152,423
% Annual Growth, 2012 to 2017	2.8%	2.4%	1.4%
Average HH Size	2.6	2.3	2.0
<b>Income</b>			
Median Household Income, 2012	\$ 45,475	\$ 47,870	\$ 53,568
Average Household Income, 2012	\$ 64,072	\$ 70,033	\$ 79,952
Per Capita Income, 2012	\$ 26,622	\$ 31,230	\$ 39,622
<b>Retail Spending</b>			
Aggregate Household Spending (\$MM)	\$ 41.4	\$ 330.5	\$ 3,402.5
Avg. Annual Household Spending	\$ 18,916	\$ 19,674	\$ 22,322
<b>Transportation</b>	<b>Average Weekday</b>	<b>Weekend</b>	
Metrorail Exits - NoMa / Gallaudet U Station	7,240	4,511	
<b>Vehicle Traffic Counts</b>	<b>Average Weekday</b>		
New York Avenue	57,000		
Florida Avenue	27,000		

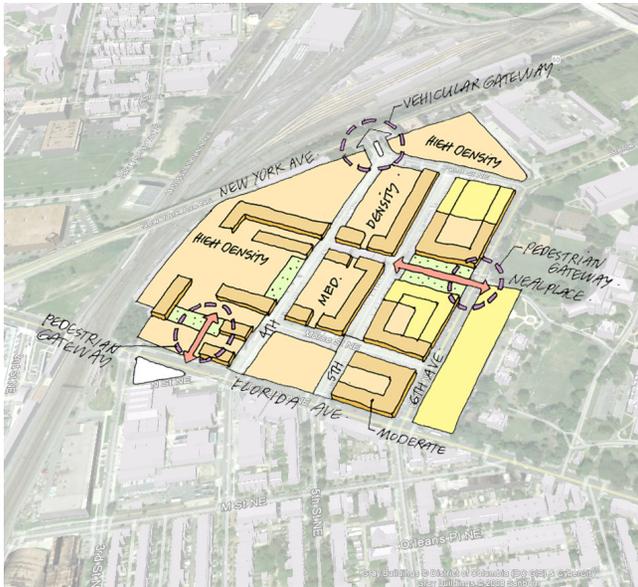
\*Neighborhood radii drawn around intersection of 6th Street NE and Neal Place NE  
Source: ESRI Business Analyst; Washington, DC Economic Partnership



Views of the Appleby site, and 6th Street NE looking south

## II. THE VISION

The vision for the redevelopment of Gallaudet's 6th Street Corridor properties is built upon previous planning efforts including DCOP's Small Area Plan, a ULI Advisory Service Panel, and the 2022 Campus Plan Plan. Over the past few years the University has hosted several neighborhood redevelopment charrettes and many meetings with District (DMPED, DDOT, DCOP, etc.) officials. These deliberations have ultimately resulted in the development of this conceptual vision plan developed with Gallaudet's Design Team (ZGF Architects, HR&A Advisors, Gorove/Slade, Wiles Mensch, and CBRE).



**2009**

**DC Office of Planning  
Florida Avenue Market Small Area Plan (FAM SAP)**

*Key Recommendations:*

- Preserve the Market
- Open Space and Public Realm Connections
- Mix of Uses (Residential and Retail), Density and Height

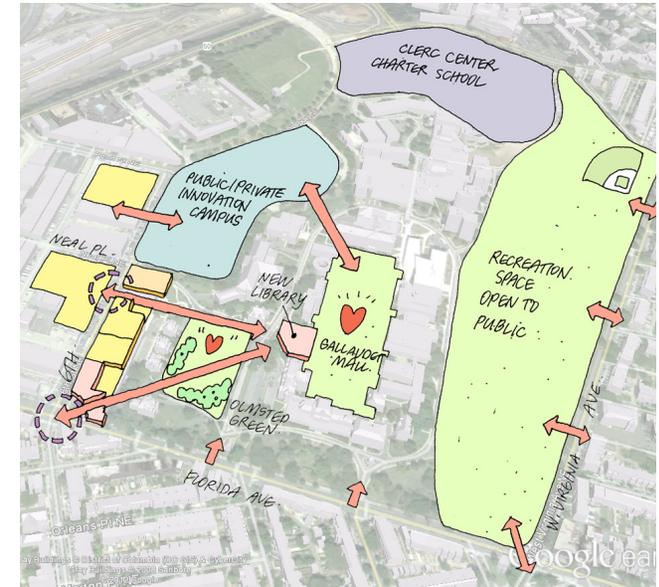


**2011**

**Urban Land Institute  
Advisory Service Panel**

*Key Recommendations:*

- Pull university closer to the heart
- Create a great new place on 6th Street
- Build bridges to surrounding neighborhoods and the city



**2012**

**2022 Campus Plan**

*Key Recommendations:*

- Focus on historic campus center and showcase rich deaf / bi-lingual heritage
- Promote increased integration with surrounding communities
- Develop facilities for world-class research and outreach programs
- Enhance student experience and success

# THE FRAMEWORK

The 6th Street corridor is a unique urban place bridging the bucolic Gallaudet campus and the gritty, purpose-built Florida Avenue Market. Gallaudet envisions a vibrant future for 6th Street that celebrates both the campus' academic and cultural heritage and the Market's urban experience. The 6th Street corridor will be a walkable mixed-use destination for DC's emerging creative culture while serving as a model of sustainability and accessibility for people of all physical and sensory abilities—branding it as one of our nation's most unique urban development opportunities.

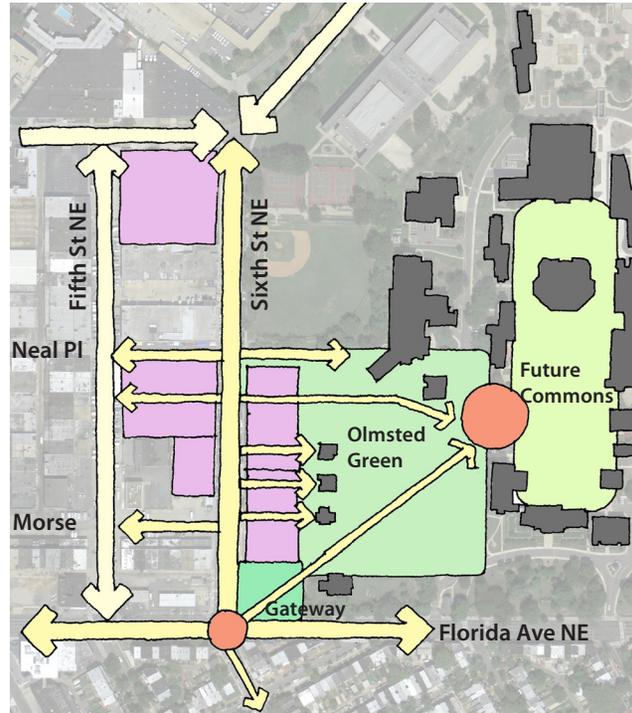
The University's Development Principles and Design Goals are as follows:

## Development Principles

- Enrich the University campus environment and its connectivity, student life experience, recruitment and retainment.
- Leverage University aspirations – socially, academically, environmentally - to create value.
- Stimulate collaborative partnerships – campus, district, citizens, research, commerce.

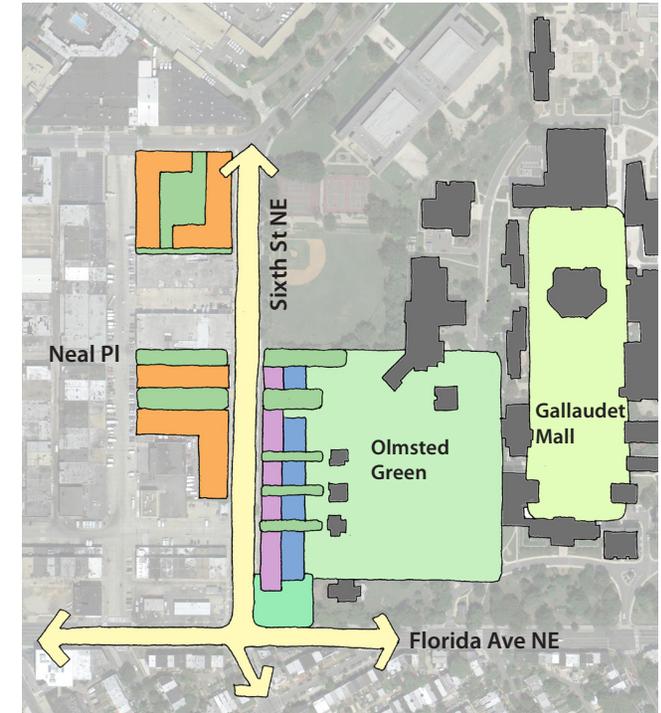
## Design Goals

- Transform the 6th Street corridor into a walkable destination with a high-quality public realm built on *DeafSpace* principles.
- Create a sustainable town-gown neighborhood – environmentally and economically.
- Create a unique place building upon the experience and brand of Gallaudet University and the Market.
- Attract unique local and regional retailers and creative industries/activities that build value for the unique place.



## A Guiding Framework for the 6th Street properties

- 6th Street is a Seam connecting Campus and City
- Create the Gateway at 6th and Florida
- New development to connect to the Greens



## A Public Realm and Use Mix Supporting Academic Mission & Experience

- Establish a Campus Front Door with Mixed Uses along 6th Street
- Organize Open Spaces to complement Campus Features

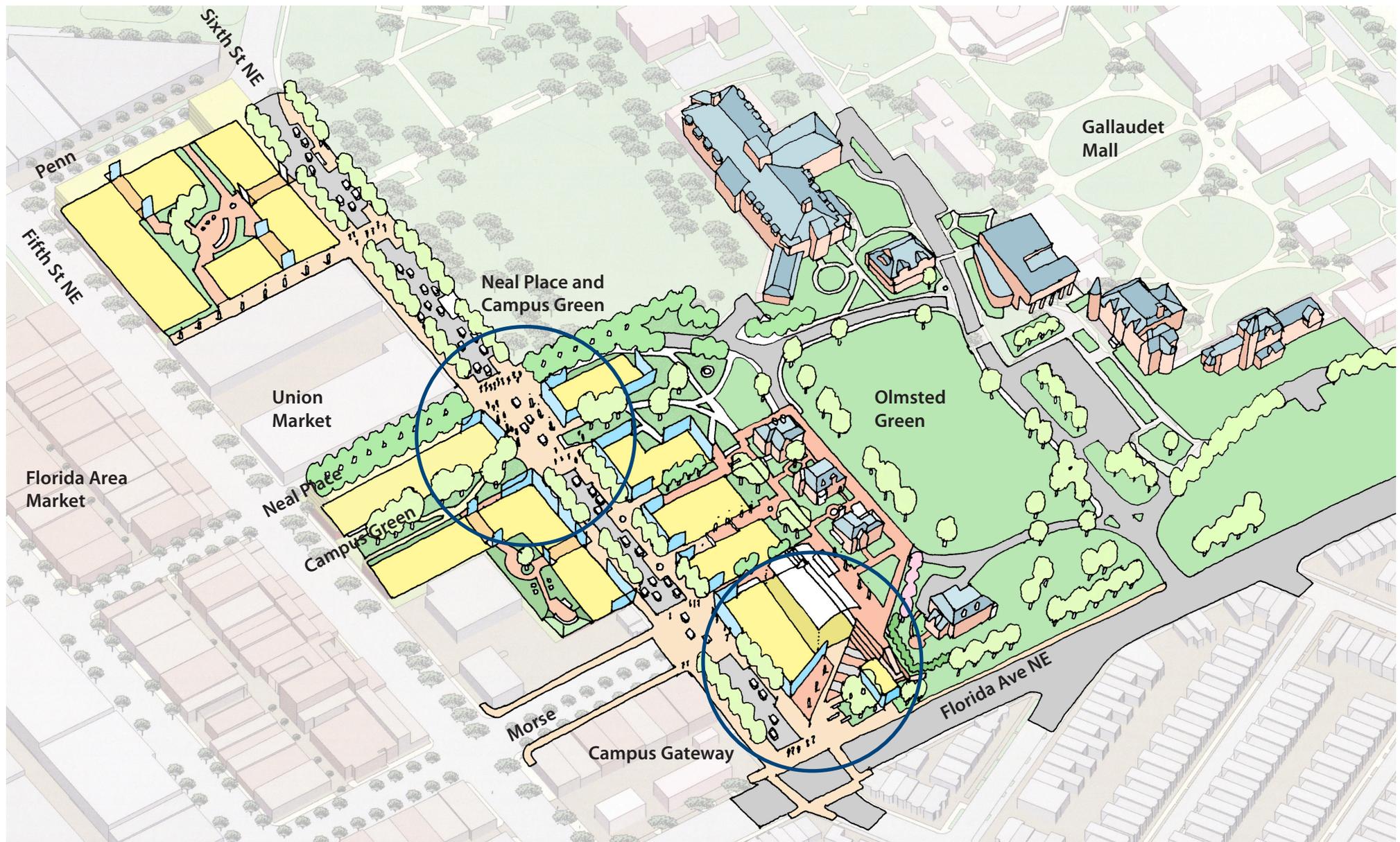
- Campus Connectors
- Mixed-Use
- University Supportive
- University

# GALLAUDET PROPERTIES - POTENTIAL DEVELOPMENT BUILD-OUT



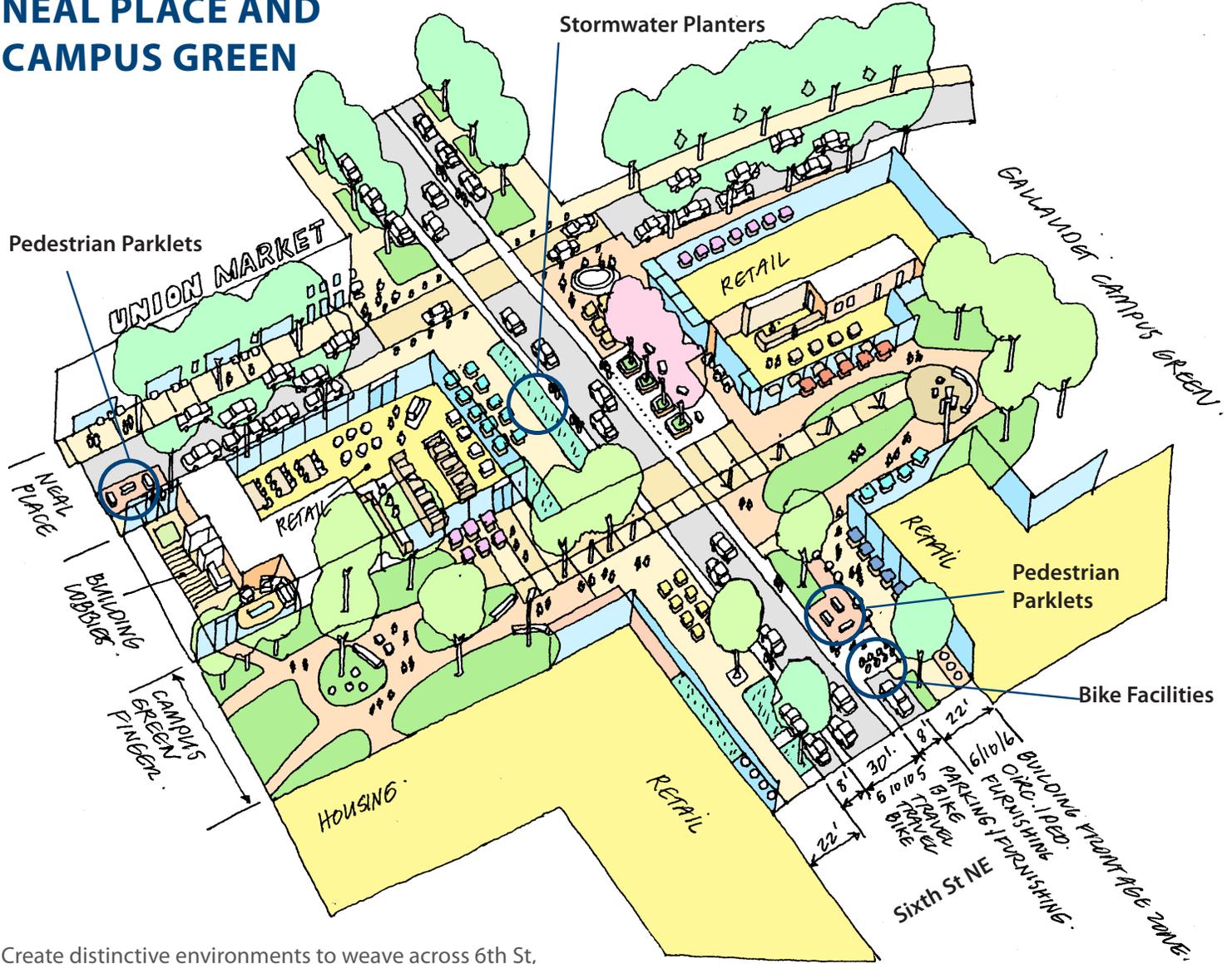
**THE POTENTIAL MIXED-USE DEVELOPMENT ON THE GALLAUDET PROPERTIES  
MAY BE UP TO 1,300,000 GSF**

# THE 6TH STREET PUBLIC REALM



6TH STREET IS THE SEAM CONNECTING CAMPUS AND CITY

# NEAL PLACE AND CAMPUS GREEN



Create distinctive environments to weave across 6th St, enhance development and build upon success of Union Market.

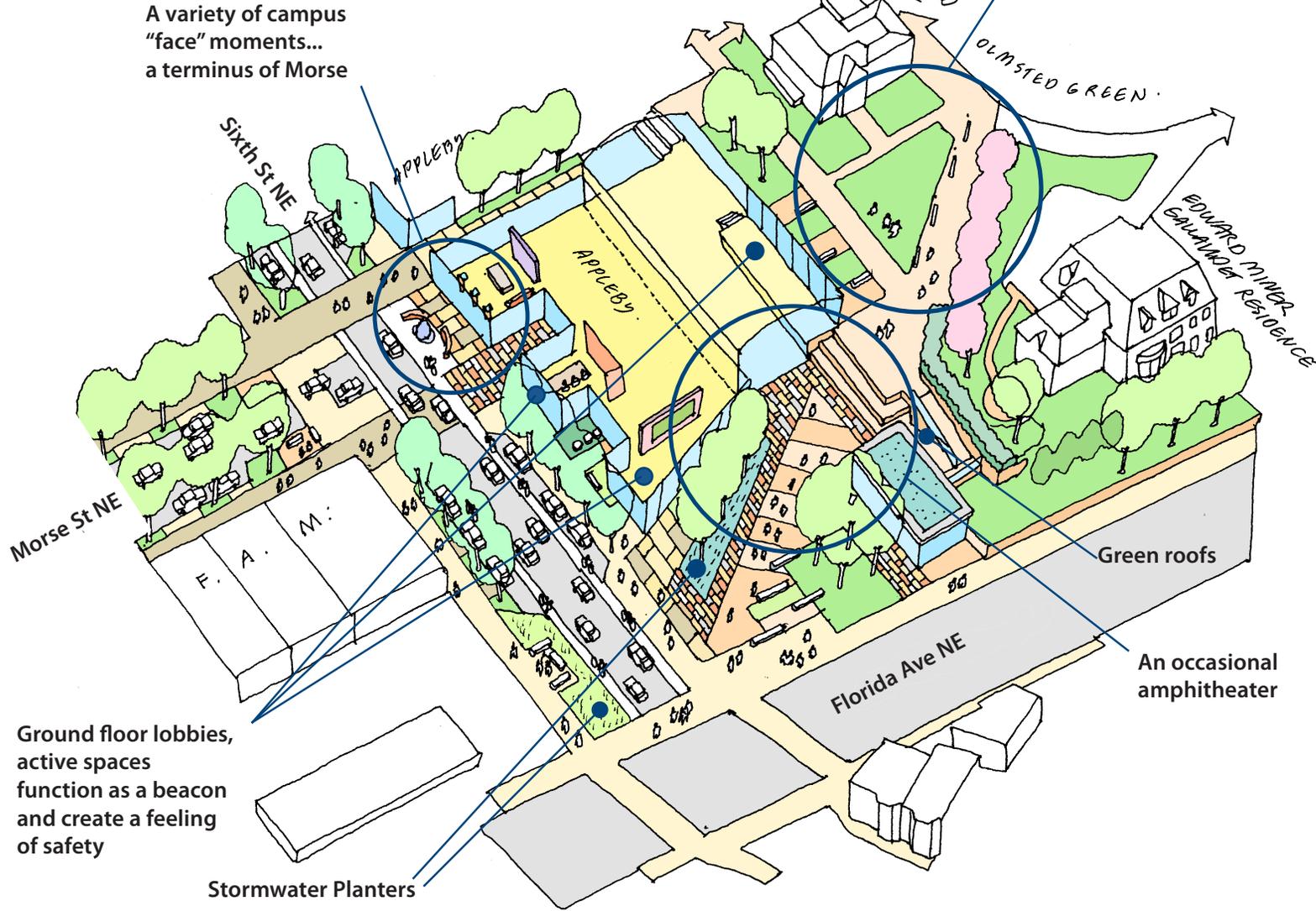
Nurture 6th St as a public realm and a pedestrian oriented environment by narrowing the curb to curb by replacing parallel parking with . . .

- bikes, people, pocket parks and plazas at important pedestrian crossings;
- expanding retail outdoor opportunities for tables, benches, and sitting areas;
- stormwater management with local landscape as an element of beauty and delight.

# A NEW CAMPUS GATEWAY

## A Public Realm for Programmed and Informal Activity

A "stage" for new engagement with the city

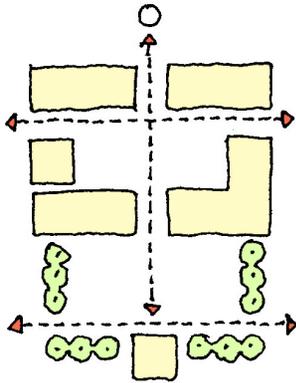


Craft a theater of events and a connected public realm that doesn't distinguish between indoor and outdoor spaces, but is complementary to both, is inviting and reflects the campus culture.

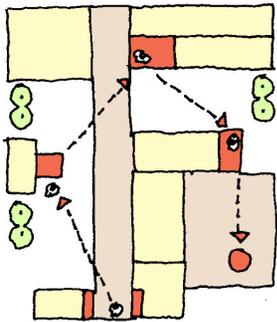
# DEAFSPACE DESIGN GUIDELINES

**DeafSpace Guidelines are ideal for the design of the public realm creating robust activity and enhancing wayfinding**

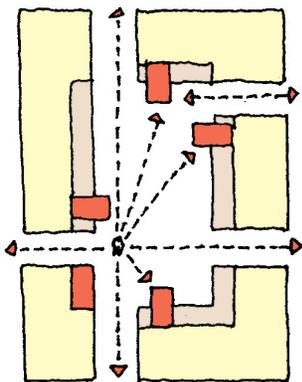
## 2.1.1 View Corridors



## 2.1.2 Visible Destinations in Sequence



## 2.1.3 Location of Building Entrances



*DeafSpace* is an emerging design concept formed from the novel ways deaf people have customized their environments over centuries to meet their unique linguistic, cognitive and cultural sensibilities. While initially inspired by deaf sensibilities it is clear these principles have broad application for creating more comfortable urban space for individuals of all abilities. Gallaudet University has adopted *DeafSpace* Design Guidelines for the campus and envisions the 6th Street corridor as a groundbreaking, first application of these principles within an urban development.

## Design for Visual Language

Signers occupy a slightly larger area to maintain full view of visual language and rely on good lighting and calming surface color and articulation for visual clarity.

- Generous walkways, free of barriers, provides space for signers to move uninterrupted within a comfortable circulation space for all.
- Diffused lighting and proper material and color selection enables clear visual communication within a safe and visually calming space for everyone.
- Outdoor gathering areas are designed for good sightlines and lighting to allow for a safe and comfortable urban space.

## Design for Sensory Reach

Deaf people often adapt their environment in order to maintain a sense of orientation and awareness of their surroundings through visual and tactile environmental cues.

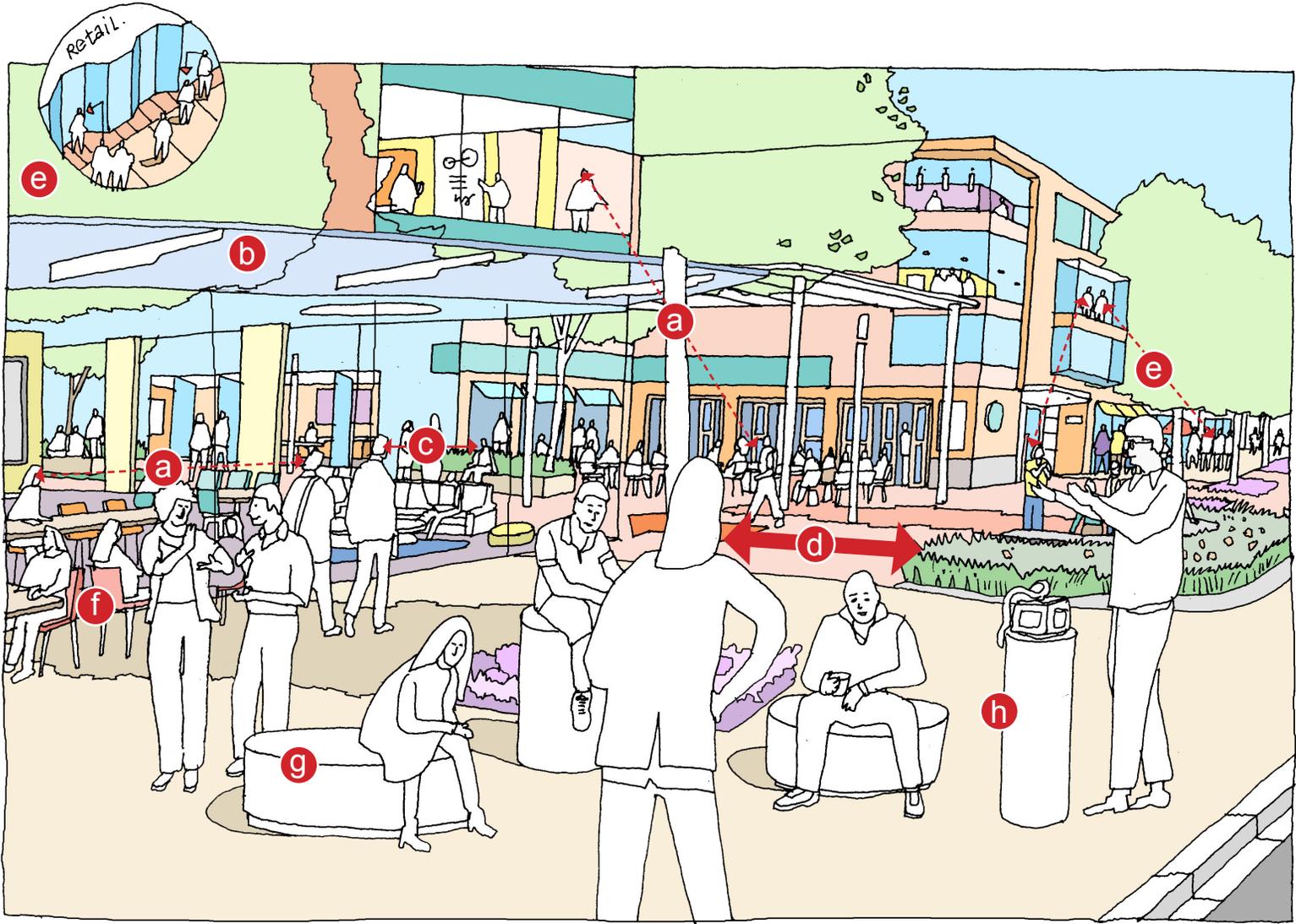
- Transparent and translucent surfaces enable wayfinding and reveal activities within adjoining spaces within buildings or the public realm.
- Ground-level storefront glass may be configured to optimize subtle reflections of the activities taking place within the surrounding area.
- Urban view corridors allowing clear visual connection to landmarks and gathering areas facilitates wayfinding and visual interest for pedestrians.

## Design for Deaf Culture

Communication and care for one another is recognized as a centerpiece of Deaf culture. Building and outdoor spaces designed to heighten sensory awareness and physical access offers both a unique aesthetic inspiration expressive of Deaf culture and a more inviting and comfortable urban experience.

- Textured walkway surfaces maybe used as a tactile guide for distinguishing clear walking paths from the clutter of seating and outdoor shopping areas.
- The proper selection and design of plantings and landscape elements may be used to reduce glare and heat-gain while allowing visual access and interest.
- Acoustics should be controlled for comfort and legibility while surfaces may be designed to allow vibration as a means to signify the presence of others.

# 6TH STREET ENVIRONMENT



### Key to Illustration

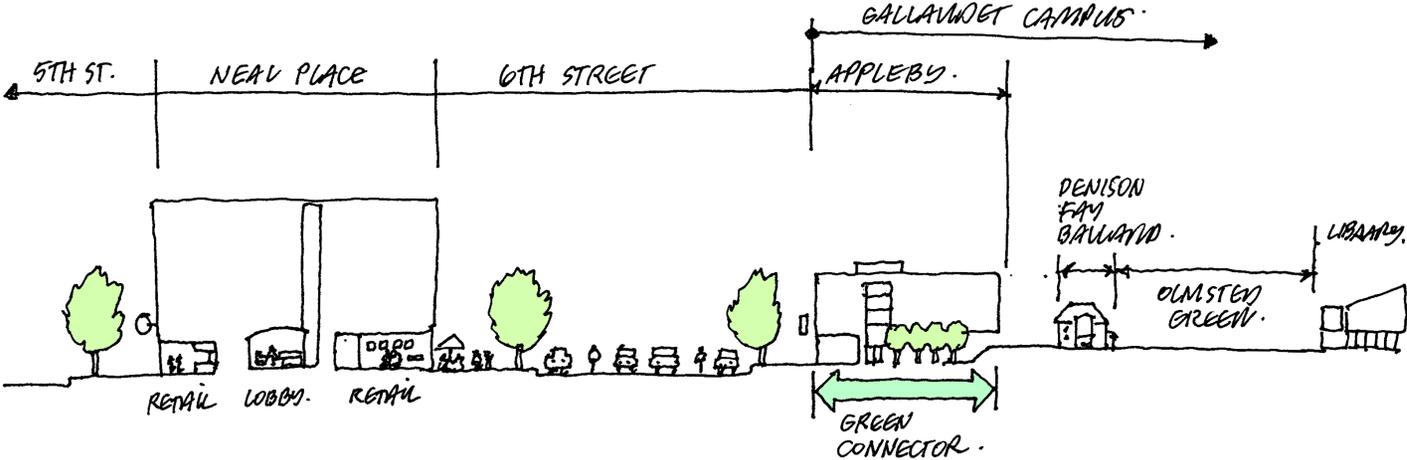
- a. 2.1.4 Building Legibility
- b. 4.2.8 Shaded Paths
- c. 3.1.6 Soft Intersections
- d. 3.1.7 Sidewalk Pathway Dimension & Design
- e. 2.3.6 Bay Windows
- f. 1.3.7 Flexible Casual Seating
- g. 1.3.8 Fixed Casual Seating
- h. 1.3.9 Conversation Pedestals & Shelves

The graphic representation above depicts several of the *DeafSpace* design guidelines, and how they may be applied to a designed environment. Please refer to the *DeafSpace* design guidelines for a complete set of guidelines and their descriptions. The guidelines are categorized in Four primary areas:

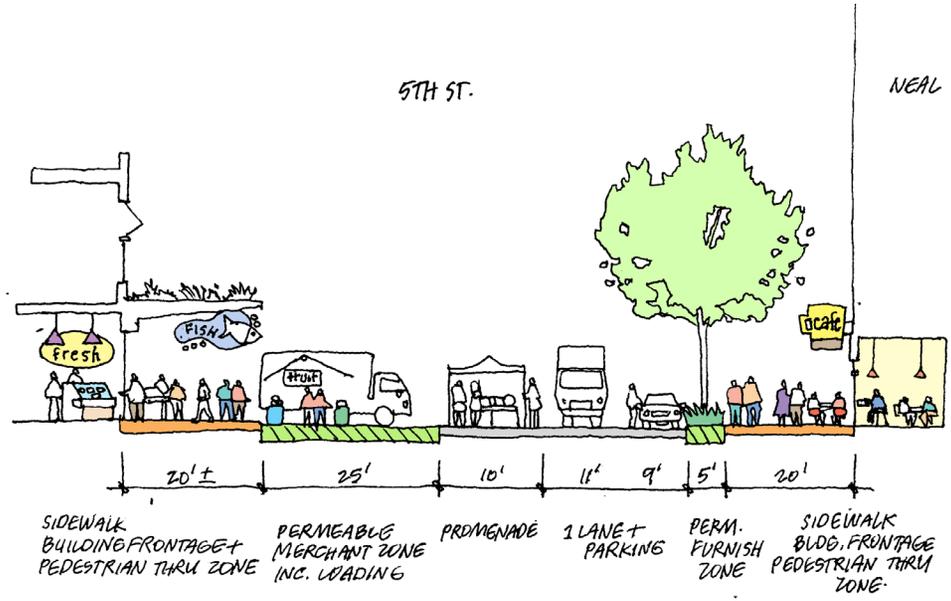
1. Space and Proximity
2. Sensory Reach,
3. Mobility and Proximity
4. Light and Color

# SUPPORT MARKET - GALLAUDET CONNECTIVITY AND RIGHT-SIZE THE STREETS

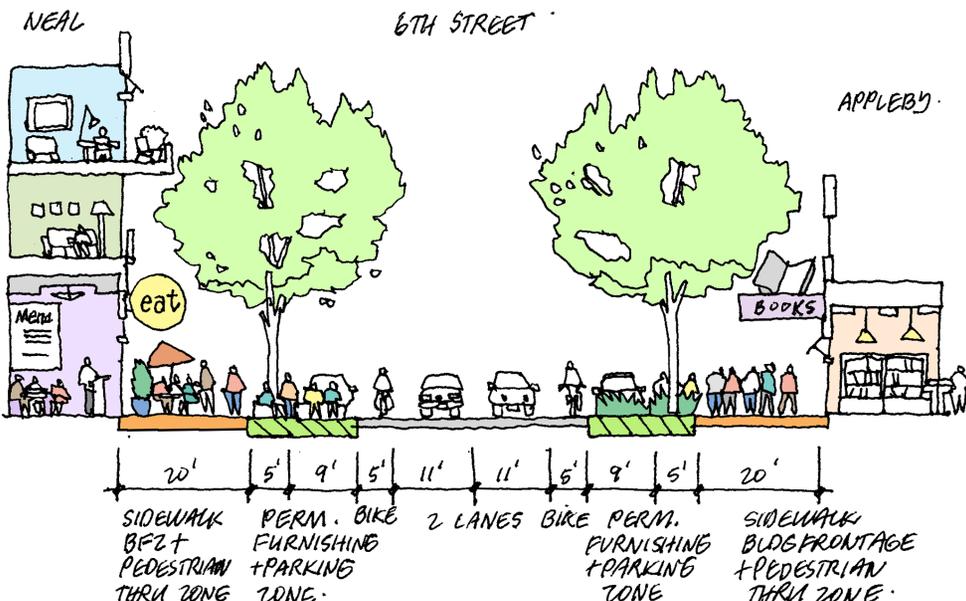
To support a complementary Town-Gown environment...



Organize 5th Street to be the market street...



and right-size 6th Street to be the seam.



# DEVELOPMENT GUIDELINES

## CONTEXT, MATERIALS, QUALITY AND SUSTAINABILITY

Development on the Appleby, Garage, Neal and Penn parcels are to be appropriate for their unique site and program conditions. However the overall massing and architectural style within the 6th Street corridor should mediate between the distinctly different qualities of the Gallaudet campus and the Market. The 6th Street corridor should have a coherent and distinguishing style that complements, rather than imitates, historic campus and market buildings.

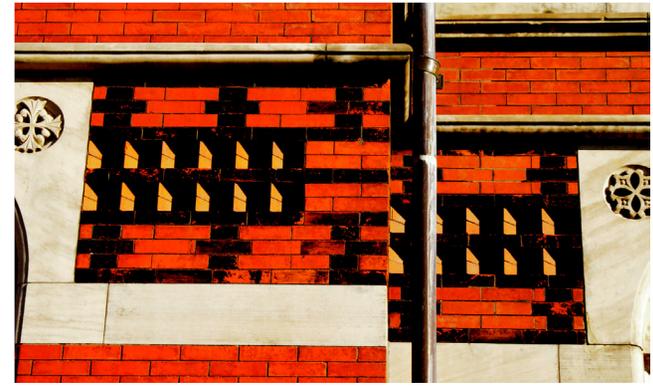
Overall building massing should draw from the straightforward, purpose-built architecture of the Market and the use of timeless materials like that used on the Gallaudet campus. Building massing on the Neal and Penn parcels should provide visual interest and promote view and access to daylight while development on the Appleby parcel should be of a scale and image complementary to the Victorian Gothic buildings of the adjacent Gallaudet Historic District.

In order to ensure long-term success, an emphasis is placed on the quality of the public realm as an attractive amenity that is safe, comfortable and engaging for pedestrians in all seasons and daytime and evening hours. All elements within the streetscapes—including architectural elements and signage within the first thirty feet will be guided by comprehensive design standard to create an authentic and engaging retail experience easily accessible to all.

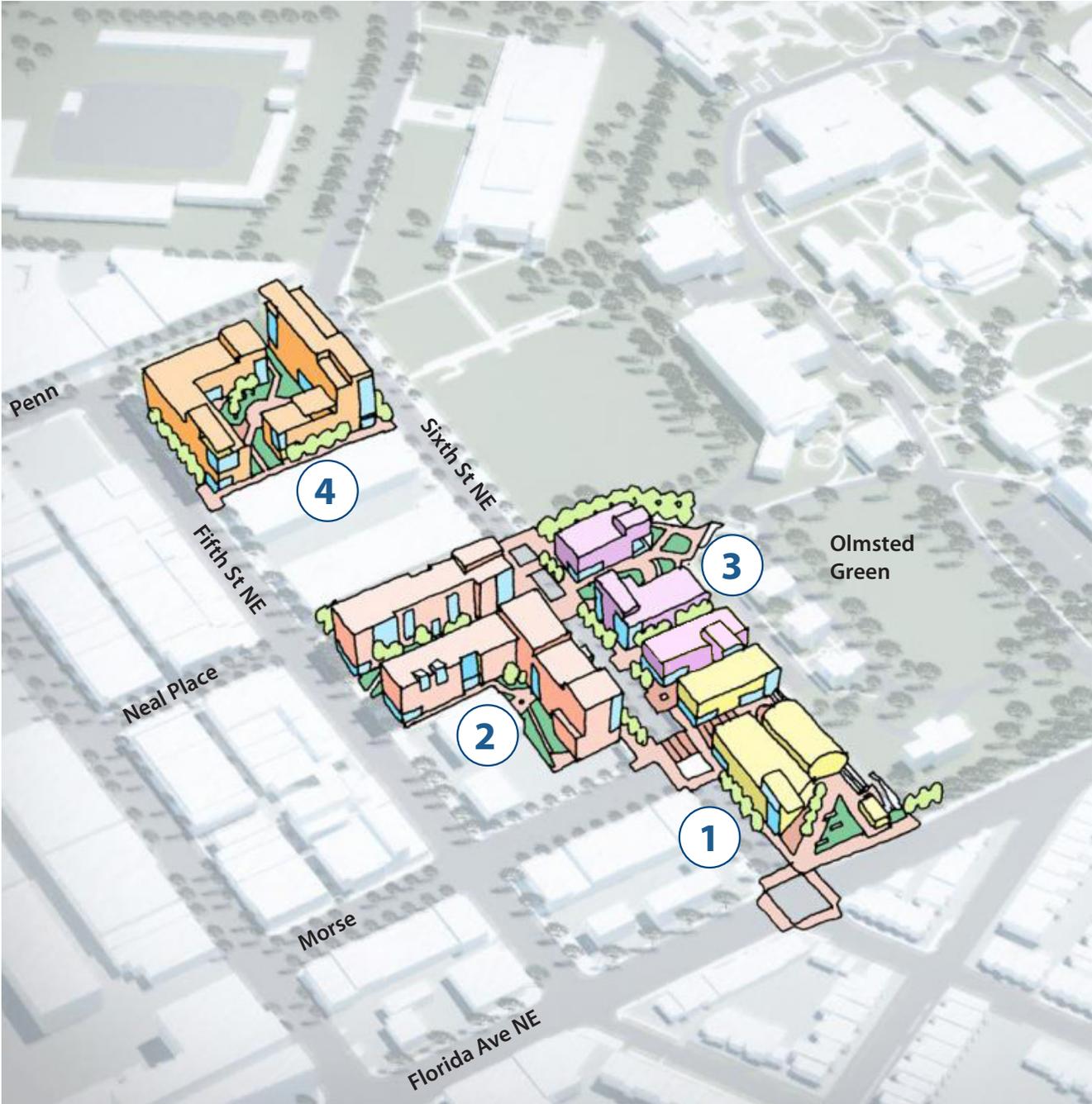
Landscape is to be considered an integral component of the overall development for comfort, identity and sustainability. Planting, hardscape and landscape elements on the Appleby parcel will embody Olmsted principles to integrate with the campus while responding to the unique conditions of the Penn and Neal parcels.

Sustainability is a high priority for Gallaudet University. Over the past three years, Gallaudet has invested heavily in a new geothermal field and is currently making significant improvements to its central plant and installing solar power on campus buildings. The University is considering the possibility of leveraging these improvements to augment energy supply to 6th Street development to create an “EcoDistrict” to optimize energy production and resource conservation between the campus and the new development.

The recently completed Living and Learning Residence Hall (LLRH6) reflects Gallaudet’s approach to contemporary design that is complementary to the historic campus fabric and architecture (LTL Architects/Quinn Evans Architects).



# DEVELOPMENT PARCEL SUMMARY



## PARCEL 1 - APPLEBY PARCEL

### Priority / Phasing

- Immediate – Phase 1 – adaptive reuse of Appleby barrel-vault building, gateway plaza
- Phase 1 or Phase 2– redevelopment of existing 1 story building for up to 3 stories (retain barrel-vault space and potential use, plaza)

### Development Vision

- University Supportive / Mixed Use

### Development Program

- Appleby building – Creative Incubator uses, academic related, potential studios, creative industry, technology
- Remainder of site along 6th St – University supportive uses, potential commercial and retail near Florida Ave, university-related residential at north end of parcel
- Public Realm – Gateway Plaza, sidewalk/street improvements
- Approximately 200,000-300,000 GSF Development (with Garage Parcel)

### Zoning

- FAR and Height consistent with zoning
- Residential uses will require zoning revision (Map amendment or variance)

### University / Economic Expectations

- University controlled
- Potential partnership for income generation

### Potential Developer Relationship

- University ground lease or fee developer

### Goal for Private Sector Partnerships

- Building program and financing

## PARCEL 2 - NEAL STREET PARCEL

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### Priority / Phasing

Immediate priority – Phase 1 – Redevelopment

### Development Vision

- Mixed Use / Florida Avenue Market complementary

### Development Program

- Residential/potential commercial space with ground floor retail
- Public Realm – Gallaudet vision for open space and sidewalk/street improvements coordinated with Small Area Plan objectives
- Parking – below grade
- Approximately 300,000-400,000 GSF Development

### Zoning

- FAR, Height and Use consistent with Small Area Plan

### University / Economic Expectations

- Income generation

### Potential Developer Relationship

- University ground lease, Developer Finance

### Goal for Private Sector partnerships

- Neighborhood improvements, BID, TIFs, etc.

## PARCEL 3 - GARAGE PARCEL

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### Priority / Phasing

- Short Term – leverage of existing garage facility
- Phase 1 or 2 – redevelopment

### Development Vision

- Mixed Use / University Supportive

### Development Program

- University-related and/or market-oriented residential
- Ground floor retail along 6th Street
- Public Realm – open space connections from 6th St to campus, sidewalk/street improvements
- Parking – utilize existing below grade parking infrastructure
- Approximately 200,000-300,000 GSF Development (with Appleby Parcel)

### Zoning

- FAR and Height consistent with zoning
- Residential uses will require zoning revision

### University / Economic Expectations

- University controlled
- Potential partnership for income generation

### Potential Developer Relationship

- University ground lease or fee developer

### Goal for Private Sector partnerships

- Building program and financing

## PARCEL 4 - PENN STREET PARCEL

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### Priority / Phasing

- Short term – potential land bank for future development
- Long term – potential for higher density through P.U.D.

### Development Vision

- Mixed use

### Development Program

- Residential above ground floor retail
- Potential commercial space
- Public Realm – open space primarily for parcel, sidewalk/street improvements
- Parking – below grade
- Approximately 350,000-600,000 GSF Development

### Zoning

- FAR, Height and Use consistent with Small Area Plan

### University / Economic Expectations

- Income generation

### Potential Developer Relationship

- University ground lease, Developer Finance

### Goal for Private Sector Partnerships

- Neighborhood improvements, BID, TIFs. etc.

### **III. DEVELOPMENT PARTNER ROLES & RESPONSIBILITIES**

The Foundation intends to enter into a long-term agreement with a Development Partner to help structure and oversee the multi-phase development of the 6th Street Corridor. An overview of the anticipated responsibilities of the Development Partner is described below and includes, but is not limited to three immediate steps in the development process:

#### **STEP ONE: MASTER DEVELOPMENT PLAN**

The Development Partner will work with the Foundation to assess the development potential of the 6th Street corridor in terms of marketability and financial feasibility, and then use that information to create and implement a Master Development Plan that enhances the character and quality of urban design as expressed in the University's Vision Plan, along with the Florida Avenue Market Small Area Plan (SAP.) As part of the master planning process, the Foundation anticipates working with the Development Partner to increase zoning entitlements and development rights through the appropriate District of Columbia channels. At this time, the Foundation has not defined specific roles and responsibilities in obtaining project entitlements and development approvals and intends to use the RFQ/RFP process to better understand Development Partner expectations.

#### **STEP TWO: INFRASTRUCTURE PLAN AND FINANCING STRATEGY**

The Development Partner will be centrally involved in a program (working with the Foundation and the District) to improve the infrastructure, streetscape, and connectivity between the existing campus and the Florida Avenue Market. This effort will result in an Infrastructure Plan that includes a financing strategy that clearly articulates the sources and uses of funds for the development of project-related infrastructure and public realm improvements. The plan will also identify Gallaudet and Development Partner responsibilities in providing and securing infrastructure funding.

#### **STEP THREE: INITIATE FIRST PHASE OF DEVELOPMENT**

The Development Partner will structure and implement the financing, design, construction, and management of the first phase of mixed-use development as to be determined by the Master Development Plan. The Development Partner may also have rights to future phases of development that will be negotiated through the RFQ/RFP process.

#### **FINANCIAL STRUCTURE**

Gallaudet aims to maximize ongoing cash flow from the development of its 6th Street Corridor parcels and intends to structure its agreement with a Development Partner as a long term ground lease. However, Gallaudet is willing to discuss alternative financial structures should they be to the benefit of Gallaudet and the overall development of the 6th Street corridor.

## IV. RFQ PROCESS & SUBMISSION REQUIREMENTS

### A. SOLICITATION PROCESS

A two-phase process has been established by the Foundation for soliciting a Development Partner to work with the Foundation to create and implement a development vision for the 6th Street Corridor. The first phase involves this RFQ, in which the Foundation aims to identify candidate partners who have proven experience in redeveloping urban properties and successfully negotiating complex entitlement and procurement processes. Finalist Candidates will be identified in this phase and invited to respond to a subsequent RFP.

The second phase will involve an RFP, during which Finalist Candidates will be asked to submit detailed project and developer information, including: conceptual development proposals; overall phasing plan and market feasibility; innovative ideas for incorporating uses that support Gallaudet's academic, social and environmental mission; and a financial proposal.

The following Submission Requirements and Selection Criteria only apply to the RFQ phase of the solicitation process. Additional requirements will be provided to Finalist Candidates in the RFP scheduled for release by early September 2013.

### B. SUBMISSION REQUIREMENTS

Respondents must submit the following to be deemed responsive for evaluation in the RFQ phase:

#### 1. Transmittal Letter

Respondents must include a cover letter acknowledging receipt of the RFQ and any subsequent addenda addressed to the following:

Gallaudet University  
c/o Gallaudet University Foundation  
300 College Hall  
800 Florida Avenue NE  
Washington, DC 2002  
Attn: Sam Swiller

## 2. Development and Partnership Approach

Please provide us with your strategy for achieving a Gallaudet / Development Partner vision for the 6th Street Corridor which complements the Foundation's work undertaken to date. We are not looking for conceptual development proposals or development teams at this time, but rather a narrative response to the following questions. (Please limit your response to a combined total of 5 pages.)

- a. Explain how you would "position" the development opportunity in the 6th Street corridor to the local real estate market, District officials, and the Gallaudet community and local neighborhood groups. Comment on the Vision Plan, specifically in the context of the surrounding neighborhood and how you see it evolving, as well as how Gallaudet and its property can contribute to future market opportunities.
- b. Explain how you would approach to the development and funding of streetscape and public realm infrastructure.
- c. Describe your preferred ownership and development position in a public-private development projects, e.g. fee developer, equity investor, owner and/or property manager. Do you intend to retain a long term ownership position in the project(s) or do you intend to sell to third parties?
- d. Provide your firm's experience with ground leased development projects or similar structures. What has been the degree of success for your land partner? What have been the benefits and challenges of these structures for your projects? Please be as specific as possible.
- e. Discuss how your team would propose working with the Foundation through the entitlement and development approvals process. Elaborate on the roles that you would anticipate the Foundation and your team playing in communications, decision making, public relations, representing the project to the District in the entitlement process, meeting with neighbors, etc.

## 3. Developer Information

- a. Provide a brief overview of your organization and describe the growth and development history of your firm.
- b. Identify the office responsible for this project and the available resources of that office.
- c. If you are submitting a joint response with a development partner, describe each firm's role and contribution to the team, as well as overall management structure.
- d. Include resumes for all principals expected to be involved in the project, highlighting experience with mixed-use, public-private development.
- e. Identify who on your team will manage the day-to-day relationship with the Foundation.

- f. Describe the current workload of the office assigned to this project, including scope and scale of current projects and the locations of those projects.

#### 4. Project Experience

- a. Provide at least three (3) pertinent project examples that demonstrate the following:
  - Experience in partnering with institutions such as Gallaudet to manage complex, multi-phase projects that require careful balancing of public and private stakeholder objectives.
  - Experience working with municipal agencies in the entitlements and rezoning process with similar urban parcels.
  - Experience working with neighborhood groups and other local shareholders.
  - Commitment to sustainability and experience incorporating sustainable design features.
  - Place-making philosophy, including examples of your project’s successful place-making elements.
  - Ability to attract unique local and regional retailers and creative industries/activities that build value for long term development.
  - Successful integration of institutional uses in a market-driven mixed-use program.
  - Public and private land assemblage.
  - Capability to leverage public resources (e.g., tax increment financing, special assessments, tax credits, etc.) for funding of project infrastructure and public realm improvements.

#### 5. Financial Capability

Please provide an overview of your company’s financial strength which will be relied upon for completion of this project. Describe the sources of equity and debt for the last three (3) projects you completed that are similar in scope and scale to this project.

### C. EVALUATION CRITERIA

Each response will be thoroughly evaluated on the basis of the respondent’s experience and demonstrated ability to manage and complete a project of the scale and complexity shown in the Vision Plan. The basis upon which Developers will be measured includes, but is not limited to, the following:

- a. Experience with multi-phase, public-private development projects with an emphasis on experience partnering with institutions such as Gallaudet;
- b. Understanding and acknowledgement of Development Partner responsibilities as set forth in this RFQ;
- c. Familiarity with and willingness to structure a long-term ground lease transaction;
- d. Ability to bring creative ideas to the redevelopment of the 6th Street Corridor that will incorporate the aspirations and goals of the deaf student body, energize University and neighborhood stakeholders, and engage District officials.

The Foundation would like to stress the importance of finding a long-term development partner through the RFQ/RFP process. Developers are urged to clearly demonstrate their experience and interest in partnering with institutional partners on multi-phase, mixed-use development projects.

The weighing of each evaluation criterion will be determined by Gallaudet and its consultant team prior to reviewing RFQ responses.

## **D. SUBMISSION INSTRUCTIONS**

**RFQ responses are requested no later than 5:00pm on July 19, 2013.**

Please submit six (6) hard copies and one (1) electronic version on CD-ROM or DVD in .pdf format to:

Gallaudet University  
c/o Gallaudet University Foundation  
300 College Hall  
800 Florida Avenue NE  
Washington, DC 20002  
Attn: Sam Swiller (202-651-5518)

## **E. PROJECT SITE TOUR**

The Foundation will host a Pre-Response Conference and Site Tour on June 6, 2013. The Conference will begin at 9:00am in the Living and Learning Residence Hall (LLRH6) Terrace Lounge, located on Gallaudet's campus. The schedule is as follows:

- 9:00am: Registration opens
- 10:00am: Introductory Presentation
- 10:30am: Site Tour
- 11:30am: Q&A Session

## **F. QUESTIONS**

We appreciate your thoughts and responses to this RFQ and encourage you to contact us with any questions or comments you might have regarding this opportunity. All questions about this RFQ must be submitted via email only to [realestate@gallaudet.edu](mailto:realestate@gallaudet.edu) by June 15, 2013.

Any questions discussed at the project site tour or received via email to the above address will be posted to [http://www.gallaudet.edu/Program\\_Development/6th\\_Street\\_RFQ.html](http://www.gallaudet.edu/Program_Development/6th_Street_RFQ.html)

## PROJECT SCHEDULE

### MAY 2013 – FALL 2013

STEPS	DATE
Developer RFQ Issues	May 22, 2013
Project Site Tour	June 6, 2013
RFQ Response Due	July 19, 2013
Issuance of RFP	Fall 2013

## V. STATEMENT OF LIMITATIONS

This RFQ is for informational purposes only and is not intended to create any legally binding obligations on the University or the Foundation, and respondents to this RFQ are participating at their own cost and risk. All documentation submitted with the response shall become the property of the Foundation. The Foundation reserves the right to discontinue the process described in this RFQ at any time, and to amend and/or modify such process as necessary to meet the needs of the Foundation. If any changes are made, all recipients of the RFQ will be informed via an official written Addenda.

