



REQUEST FOR PROPOSAL

**Identifying Company Users for Occupancy of
Phase II of the North District of the
Wake Forest Innovation Quarter**

**Pre-meeting / Site Visit
Wednesday July 13, 2016 10:00 AM – 1:00 PM EST**

**Proposals Accepted Until
Friday, September 2, 2016 3:00 AM EST**

Wake Forest Baptist Medical Center
Office of Strategic Sourcing
Medical Center Boulevard
Winston-Salem, NC 27157

REQUEST FOR PROPOSAL

**Identifying Company Users for Occupancy of
Phase II of the North District of the
Wake Forest Innovation Quarter**

A. ABOUT THE WAKE FOREST INNOVATION QUARTER

Wake Forest Innovation Quarter (www.innovationquarter.com) is a fast developing district for innovation situated next to downtown Winston-Salem, North Carolina. It is a place for research, business and education in biomedical science, information technology, clinical services, engineering and advanced materials.

The Wake Forest Innovation Quarter is an enterprise of **Wake Forest Baptist Medical Center**. By end 2017 it will have been assembled through a public-private partnership at a cost estimated at ~\$800 million. By then the Innovation Quarter is expected to be home to more than 70 companies, 5 leading academic institutions, 3,600 workers and several thousand students undertaking degreed and workforce training programs, and comprise 2.0 million square feet of office, laboratory and educational space on its 145 developable acres. In addition, there will be more than 1,180 apartments, lofts and condominiums within or located next to the Innovation Quarter.

The Innovation Quarter offers class A offices and laboratories and includes the renowned Wake Forest Institute for Regenerative Medicine, the new Bowman Gray Medical Education Building of the Wake Forest School of Medicine, a co-working space, a conference center, Bailey Park, a Greenway and a lake. In addition to the 145 acres of developable acres, there are 55 acres of green space. Key organizations represented in the Innovation Quarter include Inmar, Wells Fargo, Clinical Ink, Mullen Lowe, Carolina Liquid Chemistries, Wake Forest Biomedical Center, Forsyth Tech Community College, Winston Salem State University, and UNC School of Arts. Wake Forest University will create a new bio-engineering degree program in the Innovation Quarter commencing the fall of 2017.

By attracting a diverse mix of scientists, students and early and established companies, providing robust company incubator facilities and mentoring services, and supporting current and future tenants, Innovation Quarter has become a place where people are inspired to work, want to live, have an opportunity to learn and are able to play. More broadly, the Innovation Quarter serves as a catalyst for the innovation economy in and around Winston-Salem and in the Piedmont Triad, providing opportunities for enhanced learning, growth and discovery for the community.

Wake Forest Innovation Quarter has partnered with **Wexford Science + Technology** in the development of 1.0 million square feet of space within the Innovation Quarter in the past five years, with 120,000 square feet of additional space underway. Wexford is a real estate investment and development company specializing in facilities for for-profit and not-for-profit institutions, especially universities, university-related research parks and healthcare systems. Wexford brings a unique approach of collaborating with clients to build knowledge communities which are vibrant, mixed-use, amenity-rich environments that foster innovation.

The Wake Forest Innovation Quarter is planning a new major expansion of the Innovation Quarter, i.e., Phase II of the North District. This expansion is expected to comprise a further approximately 2.5 million square feet of mixed used office, laboratory, residential and retail space plus amenities, situated on approximately 28 acres of highly visible prime urban sites. This Request for Proposal relates to the need to attract corporations and organizations to locate to this new phase of development of the Innovation Quarter, which is expected to be built out over the next 10 to 15 years.

B. ABOUT WAKE FOREST BAPTIST MEDICAL CENTER

Since the founding of the **Wake Forest School of Medicine** in 1902 and North Carolina Baptist Hospital in 1923, Wake Forest Baptist Medical Center has grown into a nationally recognized academic medical center, operating as an integrated enterprise of educational and research facilities, hospitals, clinics, diagnostic centers, and other primary and specialty care services. With more than 14,000 employees, it is the largest employer in Forsyth County and provides health care services to a 24-county area in northwest North Carolina and southwest Virginia. The divisions of Wake Forest Baptist Medical Center are: (i) **Wake Forest Baptist Health**, a regional clinical health system, anchored by an 885-bed, tertiary care hospital, community hospitals, and affiliated partners. The Wake Forest Baptist Health staff includes more than 1,000 physicians, 2,500 registered nurses, 566 residents, 113 fellows and more than 1,500 other professional clinicians; (ii) **Wake Forest School of Medicine**, one of the nation's best medical schools and a leading research center in the fields of regenerative medicine, cancer, neuroscience, aging, addiction and public health sciences. It ranks in the top third of institutions in the nation in funding by the National Institutes of Health; and (iii) **Wake Forest Innovations**, which promotes health through collaborative innovation working with industry to commercialize the research discoveries and specialized research capabilities of Wake Forest School of Medicine.

C. ABOUT WINSTON-SALEM AND THE PIEDMONT TRIAD REGION

The city of Winston Salem is located within the Piedmont Triad region of North Carolina. This region has a population of approximately 1.6 million individuals and includes the three major cities of Winston-Salem, Greensboro and High Point as well as ten other surrounding counties and smaller towns. The region is home to 16 colleges and universities with over 60,000 students and a workforce of more than 800,000. The Piedmont region is within 650 miles of more than half of the U.S. Population.

Winston Salem is a city of approximately 239,000 citizens and is known as the City of Arts and Innovation. It has become a center for business and technology in North Carolina and the Southeast. Winston Salem has long had a well-established industrial base and has recently seen a rapid expansion of the service sector, with financial institutions and health care leading the way. It is positioning itself for a new economy of growth industries such as life science and biotechnology, logistics, advanced manufacturing, data management and finance.

The city is strategically located halfway between Washington, D.C. and Atlanta and its people and products move smoothly throughout the region thanks to an efficient and growing transportation network that includes an international airport and the nation's largest state-maintained highway system.

In the past fifteen years, there have been 88 projects successfully implemented in the central area of Winston Salem (including the Innovation Quarter). The combined capital investment value is \$1.23 billion. This is made up of: health and technology (\$445.4 million); infrastructure (\$188.4 million); institutional and public development (\$181.6 million); residential \$140 million); mixed use

(\$95.1 million); office (\$88.4 million); arts and entertainment (\$50.3 million); and commercial (\$42.2 million).

A number of additional projects have been recently completed or are underway, including the conversion of the former headquarters of R.J. Reynolds Tobacco Company into luxury apartments and the Kimpton Cardinal Hotel. The Cardinal has 175 rooms and 36 suites.

Winston-Salem has a low cost of doing business with the lowest tax and fee rates of any of the major North Carolina cities. The low cost of housing, utilities and labor make Winston-Salem very competitive with other east coast cities.

D. THE OPPORTUNITY

With the completion of projects currently underway or announced, the majority of phase I of the North District will be built out and occupied. The Innovation Quarter now wishes to focus on the development of phase II of the North District. Phase II of the North District is made up of more than twenty-eight (28) acres of readily developable land located at the interchange of the U.S. 52 expressway and Business Interstate 40.

Wake Forest Baptist Medical Center, supported by the City of Winston Salem and Forsyth County, desires a dense urban development on this prime downtown real estate and seeks the assistance of a company that can present this unique opportunity to corporate leaders to inspire those companies to locate within the Innovation Quarter.

The City Government and the County Government will join with the private sector in developing attractive assistance packages for potential companies seeking to relocate or expand to the Innovation Quarter. The community has a very impressive track record of working collaboratively to recruit companies, including Dell, Caterpillar, Herbalife, BB&T Bank and many others to the City. The average vehicle trips per day are 61,000 for U.S. 52 and 68,000 for Business Interstate 40. The attached site map demonstrates the high visibility of this site as well as its proximity to the downtown area of Winston Salem.

Appendix 1 is an infographic giving the location of the Wake Forest Innovation Quarter in Winston Salem, with phase II of the North District highlighted.

Appendix 2 is the envisioned land use framework consisting of a projected parcel plan, mixed use occupancies and an aerial schematic of the completed project. The land use framework commissioned by Wake Forest Innovation Quarter and Wexford Science + Technology shows a total development of approximately 2.5 million square feet of development consisting of Office (1.13 million), Lab/Office (0.36 million), retail (0.30 million) and residential (0.66 million) with 4,800 parking spaces.

E. OBJECTIVE OF REQUEST FOR PROPOSAL (RFP)

Wake Forest Baptist Medical Center requests a proposal from qualified Firms to represent it as the land owner to identify interested corporate users to locate to the planned phase II of the North District of the Innovation Quarter comprising approximately 2.5 million square feet within approximately 28 acres of the Wake Forest Innovation Quarter in Winston-Salem, North Carolina.

The requirement is to identify companies and organizations interested in locating to this highly visible urban-based district. It is anticipated that such corporations and organizations will be representative of the high-technology sectors including: biomedicine (i.e., biotechnology, digital health, biomedical engineering, medical devices, diagnostics), information technology (data analytics, social media, electronic wearables), advanced materials design and development (nanotechnology, smart fabrics), creative digital arts (gaming, virtual and augmented reality), etc.

The selected Firm will be expected to market the development by creating brochures and site signage to create national exposure, to contact key local and state economic development agencies, to connect with corporate relocation specialists and national land brokers, to set-up and conduct tours and to arrange meetings between prospective Users and key executives of Wake Forest Innovation Quarter and local leadership.

F. GENERAL INFORMATION

All respondents are expected to review and conform to the specifications outlined in this Request for Proposal ("RFP"). Failure to do so is at the respondent's sole risk. It is the responsibility of the respondent to ask questions, request changes or clarifications, or otherwise advise of any language, specifications, or requirements that appear to be ambiguous, contradictory, or arbitrary. All submitted proposals must meet or exceed the mandatory specifications listed herein.

G. RIGHTS RESERVED BY WAKE FOREST BAPTIST MEDICAL CENTER AND RESTRICTIONS ON RFP PROCESS

Wake Forest Baptist Medical Center reserves the right to reject any or all proposals or any part thereof. Wake Forest Baptist Medical Center, in its sole discretion, reserves the right to waive any irregularity or minor variance in any proposal received, including but not limited to obvious mathematical errors in extension of pricing, failure to date the proposal, or failing to execute any certification not considered salient to price, delivery or acceptance of an agreement award.

Wake Forest Baptist Medical Center will not pay for any information requested nor is it liable for costs incurred by the respondent in responding to this request. Elaborate proposals (e.g., expensive artwork) beyond that sufficient to present a complete and effective proposal are not necessary or desired.

Any discussion with personnel from Wake Forest Baptist Medical Center including of the Wake Forest Innovation Quarter, other than as listed as authorized contacts herein, regarding this RFP while the RFP is in progress (from the time Respondent receives this RFP until final award is made) is

strictly prohibited. Such contact and discussion may result in disqualification of respondent's proposal.

Wake Forest Baptist Medical Center is the sole owner of all data and information contained within the RFP document and accompanying attachments. Respondent shall use this information exclusively to prepare a proposal. Respondent should not disclose this information to any other firm or use it for any other purpose unless required by law or legal process.

H. QUESTIONS OR CLARIFICATIONS

Any and all questions or clarifications regarding specifications, requirements, or the RFP process, should be directed solely to Jonathan Kepley, Office of Strategic Sourcing, jkepley@wakehealth.edu. Submit RFP **questions** by **Thursday, July 21, 2016 3:00 PM EST**. Responses to questions will be answered via e-mail, and a copy of the response will be sent to all Firms solicited in the RFP.

I. PROPOSAL TERMS

Each respondent is responsible for ensuring that their bid is received at or prior to the date and time specified within this bid. Failure to meet the proposed due date and time shall be grounds for rejection. A respondent may withdraw or modify its proposal prior to the submission deadline. Proposals submitted prior to the submission deadline may be modified or withdrawn only by written notice to Wake Forest Baptist Medical Center. Respondent may change or withdraw their proposal at any time prior to the submission deadline; however, no oral modifications will be permitted. Any modification to a proposal shall be contained in a sealed envelope, clearly marked with the RFP title and "Modification of Proposal" notation.

J. ADDITIONAL TERMS AND CONDITIONS

Contract Terms and Conditions, beyond those specified in the Requirements section(s) of this document, are not set forth. Respondent is invited to propose additional Terms and Conditions of a final contract. These terms will be subject to review and modifications (as approved by both parties) once proposals are received. Respondent will be permitted to withdraw their proposal should parties not arrive at mutually agreeable terms.

Submitted RFP response (subject to negotiated revisions) should be expected to be referenced in a final executed agreement.

K. REVIEW OF PROPOSALS

Wake Forest Baptist Medical Center intends to partner with one qualified firm. The awarded firm will offer Wake Forest Baptist Medical Center the best financial and service conditions in response to the requirements contained herein. Wake Forest Baptist Medical Center reserves the right to select among the proposals offered or to make no award under this document, as determined most beneficial for Wake Forest Baptist Medical Center.

All proposals submitted shall become property of Wake Forest Baptist Medical Center and will remain confidential.

In considering the proposals submitted by each respondent, Wake Forest Baptist Medical Center will consider the following at a minimum and as applicable: the ability, capacity, and skill of the respondent to perform; the character, integrity, and quality of respondent; the quality of past performance by respondent; and the competitiveness of the respondent's proposal.

Wake Forest Baptist Medical Center reserves the right to make the final decision on its choice of proposals. Appeals will be considered on a case-by-case basis; however, the final selection of Firm rests solely with Wake Forest Baptist Medical Center.

L. PREPARATION AND RETURN OF PROPOSALS

Respondents must review this RFP and reply with a formal signed proposal. **ATTACHMENT A** must be submitted with the proposal and signed by a duly authorized representative of the respondent's organization. Proposals must be submitted in a sealed envelope/package and mailed or hand carried to the address below.

Wake Forest Baptist Medical Center
Office of Strategic Sourcing
Attention: Jonathan Kepley
Medical Center Blvd.
Winston Salem, NC 27157

It is the sole responsibility of the respondent to ensure the on-time delivery of all RFP responses. Delays due to shipping errors or delays will **not** be considered acceptable rationale for an untimely reply. These RFP responses may be refused at the discretion of Wake Forest Baptist Medical Center.

Respondent must submit **six (6) separately bound hard copies of their proposal and one (1) electronic copy (CD, encrypted flash drive or Cloud Service)** to include, at minimum, the item(s) listed below. These items **must** be included in the proposal and submitted as a part of the response no later than **Friday September 2, 2016 3:00 PM EST**.

- Detailed responses to section P, along with any supporting documentation.
- Attachment A, signed by a duly authorized representative from respondent's organization.
- Attachment B, providing at least three (3) customer references which we may contact.

References must include the name of the company/entity, length of service, contact person, and present address and phone number. Also include the project dollar value and examples of identified issues and associated cost recoveries and/or cost avoidance. **Reference information shall be completed by filling out Attachment B in this RFP and returned with the proposal.**

M. FORMAT OF PROPOSAL

Greater detail, information, and supporting detail assists in the evaluation of responses. **Elaborate format and binders are neither necessary nor desired.** Legibility, clarity, and coherence are more important. It is mandatory that each respondent provides responses in the same numbering format as used in this RFP, so that responses correlate to the same section in the RFP requirements. This will make the proposal more “evaluator friendly” to the team conducting the evaluation of the proposals.

N. PRE-PROPOSAL MEETING

A pre-proposal meeting / site visit will occur on **July 13, 2016 from 10:00 AM EST through 1 PM EST at 575 N. Patterson Avenue, Suite 550, Winston Salem, NC 27101.**

This pre-proposal meeting is intended to provide respondents the opportunity to tour the Wake Forest Innovation Quarter to gain a comprehensive understanding of the requirements of this RFP. This is the only time that this pre-proposal meeting will occur. Each Firm may send no more than three (3) individuals to this event.

O. RESPONDENT QUALIFICATIONS AND OVERVIEW

Respondent is to provide detailed responses and supporting detail for each of the qualifications listed below. The purpose of this section is to determine the ability of the respondent to perform services described herein. Respondent shall describe and offer evidence of their ability to meet each of the qualifications or statements listed below:

Please include the following information in your response and feel free to add any additional strategies and information that you believe will accelerate the successful lease up of the property:

1. **Team:** Identify the members of your team and include short biographies of experience with similar developments and recent project leasing success.
2. **Brokerage Operations:** Indicate the total number of real estate agents within your organization.
3. **Support:** Identify any personnel, i.e., marketing and research, both locally and nationally, who will be supporting your efforts.
4. **Market Knowledge:** Demonstrate your understanding of the local, regional and national real estate market and any trends that you think could impact the leasing of the Innovation

Quarter project both positive and negative. Identify any previous experience that you have had with the leasing of technology and or life sciences projects in the past.

5. Value Proposition: Articulate your understanding of the Innovation Quarter project and the value proposition as you know it.
6. SWOT: Provide a list of the project's strengths and weaknesses along with any suggestions that you may have to position the property to overcome the challenges in the market.
7. Marketing/Strategic Plan: Share your thoughts and ideas on a specific marketing plan and timeline for the successful leasing of the project and on who pays for such a plan.
8. Direct Prospect Contact: Be prepared to discuss any relevant approach that you propose to expose the property to the local, regional and if appropriate, the national technology & health sciences markets.
9. Real Estate Fee: Indicate your fee structure including any potential co-operating brokerage fees.
10. Firm Qualifications:
 - i. National connections, experience in marketing land to users.
 - ii. Ability to identify and market the unique assets/strengths of the project.
 - iii. Utilize a targeted approach, identifying specific users
 - iv. Identify the individuals assigned to the project.

P. BID REQUIREMENTS AND SPECIFICATIONS

The following are the individual requirements that Wake Forest Baptist Medical Center **requires** from the awarded Firm. Please provide a response to each specification and explain how you will achieve this requirement. Products or services that are not provided as core to the offering (no additional cost) must be specifically indicated as such and associated pricing provided.

1. The contract term is two (2) years. Agreed upon terms will remain **firm** for the duration of the agreement. Either party may terminate the agreement by providing 90-days written notice. The agreement will not automatically renew after the initial contract term.

Meets Specification? YES NO

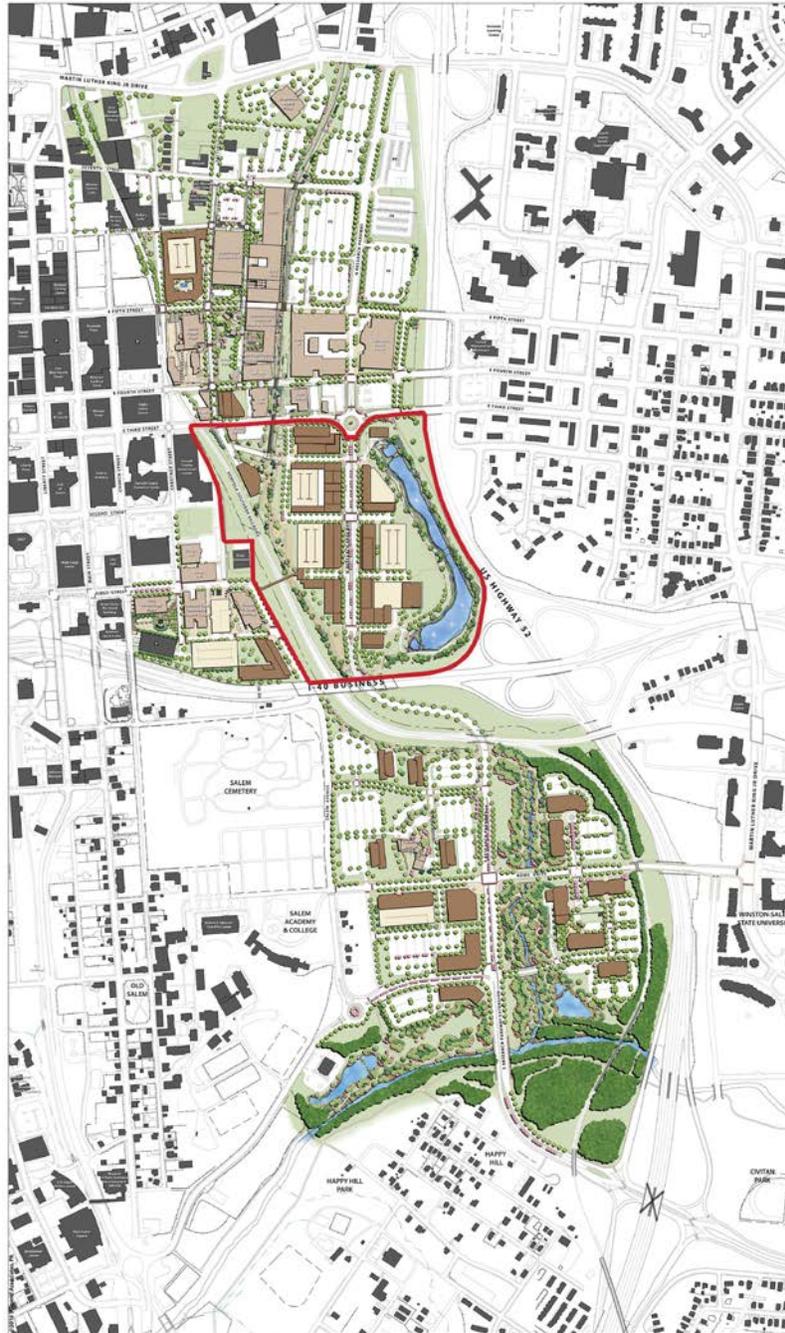
Explain:

2. The Firm is required to report immediately to Wake Forest Innovation Quarter any activity that might affect the business relationship between your company and Wake Forest Baptist Medical Center (e.g., any material claims or federal/state exclusions that may adversely affect the Firm's ability to provide the services required by this RFP). Include any pending litigation, for or against your company.

Meets Specification? YES NO

Explain:

**APPENDIX 1.
SCHEMATIC MASTER PLAN OF THE WAKE FOREST INNOVATION QUARTER**



Phase II North District Bounded by Red Line (Completed Developments Shown as Light Brown)

Identifying Company Users for Occupancy of Phase II North District

**APPENDIX 2.
PHASE II NORTH DISTRICT LAND USE FRAMEWORK – PARCEL PLAN**



1A	PARCEL	2.18 ACRES		
	Residential & Retail Development	242,000 GSF		
1B	PARCEL	4.86 ACRES		
	Residential & Retail Development	276,700 GSF	Parking	280,800 GSF
1C	PARCEL	1.40 ACRES		
	Residential Development	52,100 GSF		
2A	PARCEL	3.32 ACRES		
	Residential & Retail Development	199,900 GSF		
2B	PARCEL	4.17 ACRES		
	Office & Retail Development	163,900 GSF	Parking	324,000 GSF
3A	PARCEL	4.04 ACRES		
	Lab Office & Retail Development	204,100 GSF	Parking	378,000 GSF
3B	PARCEL	3.22 ACRES		
	Lab Office & Retail Development	212,800 GSF		
4	PARCEL	6.37 ACRES		
	Office & Retail Development	578,400 GSF	Parking	486,000 GSF
5	PARCEL	4.55 ACRES		
	Office Development	216,300 GSF	Parking	216,000 GSF
6	PARCEL	.91 ACRES		
	Residential Development	89,200 GSF		
7A	PARCEL	4.82 ACRES		
	Office Development	54,900 GSF		
7B	PARCEL	3.72 ACRES		
	Office Development	54,900 GSF		
7C	PARCEL	5.83 ACRES		
	Office Development	54,900 GSF		
7L	PARCEL	3.94 ACRES		
	Office Development	54,900 GSF		

KEY

■	RESIDENTIAL
■	RETAIL
■	INSTITUTIONAL
■	CORPORATE COMMERCIAL
■	LOW DENSITY COMMERCIAL

Identifying Company Users for Occupancy of Phase II North District

**APPENDIX 2 (CONTINUED).
PHASE II NORTH DISTRICT LAND USE FRAMEWORK – OCCUPANCY MIX**



Item #	Category	Area (GSF)
1	RESIDENTIAL - 5 STORIES	AREA (GSF)
	Residential - 4	181,200
	Retail A - 1	60,800
2	RESIDENTIAL - 5 STORIES	AREA (GSF)
	Residential - 4	210,500
	Retail B - 1	66,200
3	RESIDENTIAL - 5 STORIES	AREA (GSF)
	Residential - 4	128,300
	Retail C - 1	63,300
4	OFFICE - 5.5 STORIES	AREA (GSF)
	Office - 4.5	144,100
	Retail E - 1	19,800
5	LAB OFFICE - 5.5 STORIES	AREA (GSF)
	Lab Office - 4.5	182,000
	Retail F - 1	22,100
6	LAB OFFICE - 5.5 STORIES	AREA (GSF)
	Lab Office - 4.5	178,900
	Retail G - 1	21,900
7	OFFICE - 5.5 STORIES	AREA (GSF)
	Office A - 4.5	146,600
	Office B - 4	95,000
8	OFFICE - 15 STORIES	AREA (GSF)
	Office - 14	308,000
	Retail L - 1	6,500
9	RESIDENTIAL - 4 STORIES	AREA (GSF)
	Residential - 4	89,700
	Parking Garage	1,080 Spaces
10	RESIDENTIAL - 3 STORIES	AREA (GSF)
	Residential - 3	52,000
	Subgrade Parking	1,389 Spaces
11	OFFICE - 4 STORIES	AREA (GSF)
	Office - 4	216,300
	Parking - 4	617 Spaces
12	OFFICE - 3 STORIES	AREA (GSF)
	Office - 3	54,900
	Retail H - 1	7,000
13	OFFICE - 3 STORIES	AREA (GSF)
	Office - 3	54,900
	Retail I - 1	5,000
14	OFFICE - 3 STORIES	AREA (GSF)
	Office - 3	54,900
	Retail J - 1	17,300
15	OFFICE - 3 STORIES	AREA (GSF)
	Office - 3	54,900
	Retail K - 1	5,000

KEY

RESIDENTIAL	(Yellow)
MEDICAL OFFICE	(Blue)
OFFICE	(Cyan)
RETAIL	(Red)
PARKING	(Grey)

SUMMARY		AREA (GSF)
Residential		661,700
Lab Office		360,800
Office		1,129,600
Retail		303,100
Total Development GSF		2,455,200
Parking		4,814 Spaces

**APPENDIX 2 (CONTINUED).
PHASE II NORTH DISTRICT LAND USE FRAMEWORK – 3D SCHEMATIC**



AERIAL VIEW LOOKING NORTH EAST

ATTACHMENT A
RESPONDENT SIGNATURE FORM

The form below must be signed by a duly authorized officer of respondent and must accompany your proposal. Signature below provides your guarantee that all statements made in your proposal are accurate and being offered without obligation or other pre-condition to Wake Forest Baptist Medical Center.

Authorized Signature: _____ Date: _____

Printed Name: _____

Title: _____

Company Name: _____

Mailing Address: _____

Telephone: (_____) ____-____ Email: _____@_____

Licensed to do business in the State of North Carolina? YES NO

Is your business listed on the Office of Inspector General's (OIG) List of Excluded Individuals /

Entities? YES NO

**ATTACHMENT B
LIST OF REFERENCES**

List three (3) references to which you have supplied products/services within the last three (3) years.

Organization Name: _____

Address: _____

Contact Person: _____

Contact Telephone: _(_____)____ - _____ Contact Email: _____@_____

Time period services provided:
Description of services provided:

Organization Name: _____

Address: _____

Contact Person: _____

Contact Telephone: _(_____)____ - _____ Contact Email: _____@_____

Time period services provided:
Description of services provided:

Organization Name: _____

Address: _____

Contact Person: _____

Contact Telephone: _(_____)____ - _____ Contact Email: _____@_____

Time period services provided:
Description of services provided: