

**Request for Proposal**

University Park of Jackson (UPJ1)

Student Housing/Mixed Redevelopment Site

**January 17, 2020**

**Reference Number#\_\_\_\_\_20-02\_**

**LEGAL NOTICE**

ADVERTISEMENT FOR BIDS

**Legal Notice**

**Request for Proposal**

Notice is hereby given that Jackson State University (JSU) is soliciting Competitive Sealed Request for Proposal (hereafter called RFP) for **the University Park of Jackson (UPJ1) Student Housing/Mixed Redevelopment Site**. **RFPs** **shall be submitted in sealed packaging with one original and five (5) copies to the address shown below. Please state your firm’s name, address, submittal deadline, and RFP number (20-02) the University Park of Jackson (UPJ1) Student Housing/Mixed Redevelopment Site and include a completed copy of the following form.**

RFPs will be received at the address below until 3:00 P.M. (CST) on Friday, January 17, 2020 at which time RFPs will be publicly opened and only the firm’s name will be read aloud at the above specified date and time.

**RFPs** must be submitted in sufficient time to be received on or before the deadline date. **RFPs received after the deadline date and time cannot be considered and will not be opened. Faxed RFPs and other electronic submittals will not be accepted for consideration**. Failure to have the RFP submitted by the deadline date and time in accordance with the official time as stated shall deem the RFP late and no consideration will be given. The time of arrival is not negotiable nor will it be discussed if any documents are declared late.

**RFP NO:** 20-02

**RFP TITLE:** University Park of Jackson (UPJ1) Student Housing/Mixed Redevelopment Site

**DEADLINE DATE AND TIME: Friday, January 17, 2020 at 3:00 p.m.**

**MAIL OR DELIVER TO**: Jackson State University

Paula Nelson, Purchasing Manager

Office of Purchasing and Travel

1400 John R. Lynch Street, post office box 17029

Administration Tower 4th Floor

Jackson, MS 39217

Any questions relating to these requirements should be emailed to Ms. Paula Nelson at [paula.d.nelson@jsums.edu](mailto:latonya.m.butler@jsums.edu) .

RESPONDENTS ARE STRONGLY ENCOURAGED TO CAREFULLY READ THE ENTIRE INVITATION TO NEGOTIATE.

Published: Clarion Ledger—December 30, 2019 & January 6, 2020.

**Jackson State University**

**RFP Cover Sheet**

**RFP #20-02 University Park of Jackson (UPJ1)**

**Student Housing/Mixed Redevelopment Site**

**TO:** Jackson State University Post Office Box 17029

Purchasing Agent Administration Tower 4• Floor

Office of Purchasing & Travel Jackson, S 39272

The undersigned, having carefully read and considered the RFP (Request for Proposals) Bids to provide **services for the University Park of Jackson (UPJ1) Student Housing/Mixed Use Redevelopment Site project** at Jackson State University, does hereby offer to provide such services on behalf of the University, in the manner described and subject to the terms and conditions set forth in the attached RFP. Services will be provided at the rates set forth. I hereby submit this RFP to be valid for a period of ninety (90) days hereafter.

# OFFEROR:

Company Name:

Doing business as: [\_\_1 **an individual [\_\_ 1 a partnership [ 1 a corporation** [ 1 **a limited liability company** [ 1 **certified minority business [ 1 certified woman-owned business** *(mark appropriate box),* duly organized under the laws of the State of \_

BY: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature of authorized representative) (Please Print or Type Name)

# PRINCIPAL OFFICE ADDRESS:

Street Address

City\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ County\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

State\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Zip Code\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Fax\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TAXPAYER IDENTIFCATION NUMBER: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ OR Social Security No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ALL PROPOSALS MUST INCLUDE THIS SHEET

REQUEST FOR PROPOSALS

**University Park of Jackson (UPJ1)**

*Student Housing / Mixed Use Redevelopment Site*



RFP Release Date: **December 30, 2019**

RFP Due Date: **January 17, 2020**

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**I. INTRODUCTION AND OVERVIEW**

**University Park of Jackson Site**

Jackson State University (“JSU”) seeks a private partner to finance, develop and operate a student housing community as a pedestrian friendly, mixed-use district (the “Project”) on an approximately 26-acre site (the “Site”) at a primary gateway to its Jackson, MS campus.

The Site, currently known as “University Park of Jackson,” offers:

* An opportunity to develop a large contiguous parcel adjacent to JSU’s main campus (the “Campus”) without complex assemblage
* A location on a main thoroughfare entering the Campus – a primary “gateway” that connects JSU’s Main Campus to downtown Jackson.
* High Demand for apartment-style housing by JSU’s upperclassmen and graduate student population
* Location within a designated Federal Opportunity Zone and Legislative Improvement District.
* Flexible land use regulations

The Project is intended to accomplish various critical University and community goals. These goals include expanding and enhancing the available housing options near Campus primarily for upperclassmen and graduate students ; providing housing in a mixed-use facility with convenient amenities; encouraging public transit, bicycling, and walking for daily activities and commuting to Campus; providing additional neighborhood retail options; offering an attractive experience for those passing through the area via I-55 or I-20 to arrive at Campus; developing a state-of-the art, sustainable community that exemplifies JSU’s values of academic excellence and community; and generating revenue to the University. The Project might also provide other uses such as additional lodging options for Jackson and JSU visitors and commercial space for local businesses.

The Site is located at a prominent intersection of major roads, and constitutes of a significant acreages of property between the Campus and downtown Jackson, Mississippi.

JSU has recently completed a Master Campus Facility Plan (“Master Plan”) update for the University. The Master Plan requires significant reinvestment into campus facilities and communicates the goals for development of the proposed Site. While the University expects the selected developer will propose its own plan for the Site, the Guidelines are provided to help illustrate the vision of student housing that is complemented by amenities and encourages walking/bicycling transportation.

JSU’s objective is a development that is 100% financed, constructed, and operated by a private developer, including any infrastructure improvements necessary to enable development. The ideal transaction structure will be a long-term ground lease, with options to control various parcels for development in phases based upon successful completion of development milestones.

**Request for Proposals**

This RFP is the means for JSU to select a developer to complete the Project. By receiving this RFP, the University has determined that your firm or team may have the qualities necessary to complete the Project in a manner that meets JSU’s goals. JSU will review submissions to this RFP to identify the best combination of the proposed development plan for the Site (“Proposal”), proposed transaction terms, and qualifications and experience of the responding entity or team (“Respondent”) to be designated as the Developer of the Project.

**II. PROJECT CONTEXT AND GOALS**

**Jackson State University**

Founded in 1877, Jackson State University (Jackson State or JSU) is a public, [historically black university](https://en.wikipedia.org/wiki/Historically_black_colleges_and_universities) in [Jackson, Mississippi](https://en.wikipedia.org/wiki/Jackson,_Mississippi). The university is one of the largest Historically Black Colleges and Universities (HBCUs) in the United States and the fourth largest university in Mississippi.The university is a member of the [Thurgood Marshall College Fund](https://en.wikipedia.org/wiki/Thurgood_Marshall_College_Fund). JSU is designated as a "higher research activity” institution by the Carnegie Foundation.

JSU enrolls approximately 7100 students for the fall 2019 semester, 33% of whom live in college-owned and operated housing. The remaining 67% of students live off-campus.

**Vision**

JSU is seeking a partner to develop the approximately 26-acre Site adjacent to its main campus in Jackson, Mississippi. The University’s goal is to create a high-quality student housing community integrated with retail amenities and high quality public spaces. A pedestrian-oriented environment is desired on the interior of the site with vehicular circulation and parking carefully integrated with landscape, open space, and public amenities.

The Project is envisioned to be three to four stories in height featuring materials that reflect the JSU brand as well as signage and other elements that link the identity of the site with the University. Buildings are expected to complement the historic architecture of the campus and establish a brand and visual association with the University.

**Project Goals Summary**

To summarize, the Project should include:

* High quality student housing integrated with retail, amenities, and potentially other uses.
* A cohesive master plan with components potentially phased over time.
* A minimum of 600 beds in the first phase of development
* A thoughtful approach to providing necessary infrastructure.
* Student housing that is competitively priced based on comparable developments.
* Plans for greater connectivity between the Site and JSU, by means of bike lanes, wayfinding signage, branding, and public transportation extensions.

**III. SITE CONTEXT AND DESCRIPTION**

**Location**

The approximately 26-acre site is situated in a prime location within the City of Jackson, the capital city of the State of Mississippi. This large area of land is connected directly to Campus via the University Metro Parkway and connects to downtown Jackson, making it an attractive location not only for students but also for shopping/dining activities serving downtown Jackson, Mississippi. The Site is located directly across from Bob Braddy Baseball Field, and is a short walk from the heart of the JSU main Campus. The Site is also a five minute drive to the Jackson Medical Mall, home of the JSU College of Health Sciences with Masters Programs in Public Health, Social Work and Communicative Disorders. The Site is located near major thoroughfares such as Mississippi interstates I-55 and I-20.

The Site is not only Campus-adjacent, but is centrally located amongst all the key points in Jackson, including Downtown, the Museum District, The Capital City Convention Center and major developments. The property is situated in a location designated as a Federal Opportunity Zone by the 2017 Tax Reform Act and resides in the Capital City Improvement District (CCID); a District created during the 2017 session of the Mississippi Legislature in order to establish regular funding and administration of infrastructure projects with a defined area of the capital city of Jackson.

**Site Location Maps**

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| --- | --- |
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**IV. Metro Jackson MARKET DESCRIPTION**

**Residential** **Market**

Metro Jackson boasts a moderate cost of living and an affordable housing market. Most off-campus housing requires students to commute between five and ten miles to campus. Some housing is available downtown and offers a <1-mile commute to Campus, but much of the existing off-campus housing stock is farther away.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Property** |  | **1BR** | **2BR** | **3BR** |
|  | **The Reserve of Jackson**  2501 River Oaks Drive  11.5 miles from campus | $/Unit | $855 | $970-980 | $1060-1070 |
| SF | 761 | 1200 | 1200-1400 |
|  | **The Crossings at Ridgewood Apartments**  5880 Ridgewood Rd  9.1 miles from campus | $/Unit | $705 | $805 | $950 |
| SF | 800 | 1,000 | 1,200 |
|  | **The Park at Moss Creek**  5000 Ridgewood Rd  7.8 miles from campus | $/Unit | $700-750 | $750-920 | $999-1030 |
| SF | 625-750 | 1,000-1093 | 1,168 |
|  | **Hampton House Apartments**  601 Northpointe Pkwy  11.5 miles from campus | $/Unit | $700-707 | $840-848 | $1010-1020 |
| SF | 609-780 | 1040 | 1,385 |
|  | **King Edward Apartments**  102 N Mill Street  1.0 miles from campus | $/Unit | $980-1785 | $1540-2575 |  |
| SF | 562-811 | $1,100 |  |
|  | **Standard Life Flats**  127 Roach Street  1.0 mile from campus | $/Unit | $1045-1720 | $1745-2335 |  |
| SF | 724-761 | 1263 |  |
|  | **One University Place Apartments**  1100 JR Lynch Street  0.1 miles from campus | $/Unit | $750 | $950 |  |
| SF | 535 | 743-819 |  |

**V. JACKSON STATE UNIVERSITY GOALS**

Jackson State University seeks to transform the Site into a destination for student living accompanied by dining, shopping, and other amenities. Ideally, the developer selected to take on this project would incorporate a variety of uses to stimulate activity at the site, such as street-facing retail. It is expected that the Site would be developed under a cohesive master plan with the option to phase segments of the development over time.

Development plans would ideally incorporate plans for greater connectivity between the Site, Campus, Downtown, and other key areas, and would improve bicycle and pedestrian flow in addition to streamlined wayfinding and branding signage.

While JSU does not control the public rights of way connecting the Site to Campus, JSU seeks a developer willing to engage in a discussion with City, County, and/or State entities as needed to explore the potential of facilitating improvements to infrastructure to improve these key connections to enhance the pedestrian and bicycle experience.

**VI. DESIGN GUIDELINES**

**Overview**

JSU engaged Dale Partners to prepare Design Guidelines to illustrate the development potential of the Site. The Design Guidelines are provided to illustrate and communicate JSU’s goals for the Site. JSU fully expects that the successful Respondent will ultimately produce its own plan for the Site that will conform to the Design Guidelines’ overall intent, but will represent the developer’s unique vision and be responsive to market demand.

**VII. DEVELOPMENT TERMS**

JSU seeks a developer that will develop the Site with private capital funds and expertise, and be responsible for operating and managing the Project upon completion. JSU envisions the development of the Site through a long term ground lease (the “Ground Lease”), or other type of long-term partnership instrument such as a concession agreement. JSU expects the development will be phased, and therefore expect the Ground Lease to provide for the Developer to first take control of a portion of the site parcels to develop as a “Phase 1,” with the Developer required to meet specific development and completion milestones. Upon successful completion of the Phase 1 development on schedule, the Developer would have the option to take control of additional “Phase 2” parcels, and potentially additional phases in a similar manner.

Upon taking control of individual parcels the Developer would pay a base rent proportionate to the land value of the parcels. Additionally, JSU would view favorably proposals that provide an advance payment to clear existing debt on the property and pay participation rent based on the Project’s forecasted revenues and success, which would align interests of both ground lessor and lessee.

JSU recently worked successfully with the Mississippi State legislature to enact SB 2629, enabling a 40-year ground lease term for the Site. It is expected that the selected developer will work with JSU to determine if the Project can be accomplished within this term or if an extended term must be secured. JSU will consider the capability of Respondents to successfully engage with the public sector to structure a public/private partnership when evaluating Proposals.

The above outlines JSU’s expectations as to the most favorable arrangement that will maximize benefits to JSU and best facilitate Project development. However, JSU seeks and welcomes feedback from Respondents regarding the details of the terms of a Ground Lease and proposals for alternative arrangements including fee sales of portions of the Site. In describing the form of ground rent payment to the University, please indicate key issues you have encountered with other institutions in developing the ground lease structure and what key trade-offs (pluses/minuses) you see for the various options.

**VIII. SUBMISSION REQUIREMENTS**

1. **Cover Letter**

A letter that states your interest in the Project, highlights the key components of your Proposal, and describes your overall approach to meeting the Project goals, signed by an authorized representative.

1. **Firm Profile**
   1. Years in business
   2. History
   3. Number of full-time employees
   4. Bios and qualifications of key staff
   5. Description of portfolio
   6. Demonstration of sufficient financial capacity to complete the Project, which may include:
      1. Balance sheet
      2. Income statement
      3. Cash flow statement
      4. Statement of retained earnings (or member basis if an LLC) for previous 3 years

If Respondent is a team, please specify the team lead, and the roles and responsibilities of team members.

1. **Qualifications**
   1. Overview of experience in student housing development, particularly in mixed-use, walkable settings.
   2. Examples of 3-5 projects including:
      1. Project name
      2. Client name
      3. Key partner firms (e.g. developer, architect, contractor, financial partners)
      4. Location
      5. Project program and uses, including square footages and unit counts
      6. Development cost
      7. Project schedule
      8. Client contact information
      9. Past Performance References
   3. Description of commitment to LEED and examples of projects incorporating sustainable techniques and practices in building, landscape, infrastructure, and renewable energy practices.
   4. Description of approach to obtaining discretionary land use approvals and community relations and outreach, highlighting examples of successful projects.
2. **Project Approach**

Provide a narrative addressing your overall approach to the development opportunity offered by the Project, including:

* 1. A discussion of the value proposition the Proposal offers JSU and the Project’s future occupants, shoppers, and other populations it will serve.
  2. A discussion of how the Proposal will conform to JSU’s design and planning goals.
  3. A detailed description of the proposed program of the Project, including unit layouts and tenant amenities, types of retail spaces, type, layout, and capacity of commercial spaces, etc. where appropriate.
  4. A list of all potential risks to JSU related to this project as well as your plans for mitigation of such risks.

1. **Planning / Design / Project Management Submission**
   1. Narrative describing your overall approach to architecture design.
   2. Conceptual design submission for the Project, including:
      1. Proposed program with quantified unit counts and square footages
      2. Proposed Site plan, with indicated phasing of parcels
      3. Renderings
      4. Discussion of sustainability goals and approach, including a description of any special sustainability initiatives or outcomes
   3. Project management, schedule, and cost record: provide three examples that evidence your ability to develop comparable projects within demanding time and budget constraints. Include start and end dates, actual project cost vs. estimated, and owner contact information.
2. **Public Sector Engagement**
   1. Description of approach to infrastructure improvements including ideal types of improvements, potential budgets potential sources of subsidy, and approach to engaging in discussions with relevant public authorities.
   2. Approach to public/private ground lease term approvals if required to extend ground lease term.
3. **Proposed Transaction Structure**

Please provide the proposed ground rent structure, lease terms – provide each term by parcel if applicable.

* 1. Dates and conditions of incorporating each development parcel into the master lease.
  2. Master lease term.
  3. Development milestones.
  4. Type of payments to JSU (fixed ground rent, escalations, participation rent).

1. **Project Financial Plan**

Please provide the following information:

* 1. An approximate budget for the Project, corresponding with each development parcel, if applicable.
  2. Proposed sources of funds.
  3. Simplified pro forma demonstrating Project feasibility, projecting at least 10 years of cash flows. Indicate all assumptions clearly and specify:
     1. Development costs
     2. Projected rents
     3. Ground rent
     4. Operating expenses
     5. Capital reserve
     6. Real estate taxes, if applicable
     7. Net operating income
     8. Annual debt service
     9. Net cash flow
     10. Equity returns
     11. JSU participation

1. **Additional Information**

Please feel free to include any additional information that you believe would be helpful to JSU in understanding your firm, team or approach.

**IX. RFP AND PROJECT PROCESS AND TIMELINE**

RFP submissions are due by January 17, 2020.

Please submit copies as follows:

|  |  |  |
| --- | --- | --- |
| 5 hard copies and 1 electronic copy by email (or on flash drive) to:  Attention: Paula Nelson  Jackson State University  Department of Purchasing and Travel  1400 J R Lynch Street  Jackson, MS 39217  PO Box 17029 |  |  |
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|  |  |  |

It is expected that based on the results of this RFP, JSU will enter into a formalized exclusive negotiation and predevelopment period with a selected Respondent. During this time, JSU and the selected Respondent will work collaboratively to finalize the proposed program, phasing, and ground lease terms. JSU will have no obligation to enter into a ground lease during this period and the Respondent will be at risk for all resources expended during the process.

The anticipated timing of the RFP process is projected as follows:

|  |  |
| --- | --- |
| Issue RFP | December 30, 2019 |
| RFP Information Session and Site Visit | January 13, 2020 |
| RFP Submission Deadline | January 17, 2020 2 pm (CST) |
| Interview Selected RFP Respondents | February/March, 2020 |
| Negotiate Transaction, Select Developer, and Obtain JSU Board Approval | March/April, 2020 |

**X. EVALUATION PROCESS**

All proposals will be evaluated by the Evaluation Team to determine a short list of developers whose written response best addresses the university’s priorities, as previously stated. Those selected for the short list may continue in the evaluation process, which may involve developer presentations, developer management team interviews, negotiations, and evaluation of the developer’s best and final offer.

**Selection Criteria**

Each RFP Response will be reviewed by a selection committee. The selection committee will seek to identify those companies whose qualifications are judged to be most advantageous to JSU in attainment of its goals. The following criteria will be used:

# General Experience (15%)

* + Overall experience of proposed Development Team in planning, design, financing, construction, management, and marketing of college and university residential facility development.
  + Experience of developer in "lead role” related to implementing college and university residential facilities developed from initial planning through project completion.

# Development, Management, and Consultant Experience (25%)

Development Experience

* Experience with college and university residential facilities development specifically in regard to project size and complexity, construction style, economic success, overall architectural and design quality, and timeliness of performance.
* Experience and strength of architects, planning and design consultants, construction team, and other specialists as part of the Development Team.

Management Experience

* Experience in managing and operating projects containing uses comparable to the proposed development.
* Experience in achieving high quality project maintenance standards.

Design and Planning Experience

* + Experience of designated architectural, planning, and/or design consultants as evidenced by overall quality of previous similar projects.
  + Experience of other specialty consultants as referred to in submittal requirements.

Construction and Project Management Experience

* + Experience with constructing projects within established time schedules and within approved construction/development budgets;
  + Experience in constructing similar type, complexity, and size projects.

Public/Private Project Experience

* + Experience with joint public/private development projects including demonstrated ability to work effectively with institutions of higher education, to respond to public objectives, and to deliver development projects as initially presented.
  + Past Performance References.

Development Team Capacity

* + Number and size of projects to be concurrently undertaken by the Development Team, and demonstrated ability of such Development Team to successfully undertake and complete such projects (including the proposed development) during the time frame of the proposed development project.

1. **Organization and Key Personnel (10%)**
   * Organization of Development Team, indicating clear lines of responsibility which can be relied upon for effective and responsive action.
   * Identification and demonstrated commitment of lead person responsible for management of the proposed project.
   * Qualifications of key personnel who will participate in the proposed project.
   * Experience, qualifications, reputation and strength of key developers, consultants, and specialists designated as part of the proposed Development Team.

# Financial Capability (50%)

* + Overall financial strength of the Development Team.
  + Demonstrated ability to provide necessary capital for pre-development activities; secure construction and permanent financing; provide required equity either directly and/or with capital partners; provide funding for ongoing operations (including maintenance, reserves, etc.); and involvement in financing structures for projects similar to the proposed project.
  + Strength of current relationship with financial resources specifically in regards to securing necessary commitments from financial institutions; extent of commitment of such lending institutions.
  + Proposed monthly guaranteed JSU lease. This will not be a leaseback to JSU.

**XI. QUESTIONS**

Questions regarding this RFP may be addressed via email to paula.d.nelson@jsums.edu. All questions must be received by January 14, 2020. JSU will respond individually to each question, but may elect to notify all RFP recipients of answers to particular questions if JSU decides that sharing such information would benefit the RFP process.

**XII. DISCLAIMERS**

1. Nothing in this RFP shall be construed as creating or offering the creation of a joint venture, partnership or other legal arrangement between JSU and any respondent to this RFP.
2. JSU invites the participation of real estate brokers only to the extent such brokers act on behalf of and with the authorization of identified principals, and provided that the broker arranges for the payment of its commission or other compensation exclusively by such principals. It shall be a condition of the designation of the developer for the Project that the developer agrees to pay any commission or other compensation due any broker in connection with the project, and to indemnify and hold harmless JSU from any obligation, commission, or compensation brought by any broker by reason of the Project.
3. This is a request for proposals not a request for bids. JSU shall be the sole judge of the conformance of each Respondent’s submission to the requirements of this RFP and of the merits of each submission. JSU reserves the right to waive any conditions or modify any provision of this RFP with respect to one or more Respondents, to negotiate with one or more of the Respondents with respect to all or any portion of this RFP, to require supplemental statements and information from any Respondents, to establish additional terms and conditions, to encourage Respondents to work together, to negotiate with entities that do not respond to this RFP, to conduct interviews with Respondents or to reject any or all responses, if in its judgment it is in the best interest of JSU to do so. JSU will enforce the submission deadline stated in the RFP at its discretion. All submissions become the property of JSU.
4. Upon submission of a proposal in response to this RFP, Respondents and their representatives and agents shall treat their proposals and all information obtained from JSU in connection with this RFP (the “Confidential Information)” confidentially, and shall not discuss, publish, divulge, disclose or allow to be disclosed the Confidential Information to any other respondents to this RFP or any other person, firm, or entity, including press or other media, without JSU’s prior written approval.
5. JSU shall not be liable for any costs incurred by any Respondent in the preparation, submittal or presentation of its submission to this RFP.