



UNIVERSITY OF NORTH TEXAS SYSTEM

## **Request for Qualifications**

### **PUBLIC-PRIVATE PARTNERSHIP (P3) ADVISORY SPECIALIST**

**RFQ769-26-1017AW**



UNIVERSITY OF NORTH TEXAS SYSTEM

DOCUMENT 001100  
RFQ769-26-1017AW

### NOTICE TO PUBLIC PRIVATE PARTNERSHIP ADVISORY SPECIALIST

The University of North Texas System (UNTS) is seeking statements of qualifications from advisory specialist(s) to facilitate public-private partnership (P3) discussions, analyses, innovative solutions, and other related activities to support property redevelopment, new construction, and asset monetization on the UNT System campuses in support of the universities' strategic plans and surrounding communities. Qualified firms will have an established history of providing high quality services to effectively plan, analyze, and/or facilitate the delivery of P3 projects on the behalf of public universities. Request for Qualifications (RFQ) allows UNTS to pre-qualify firm(s) for specific services. UNTS intends to select a firm(s) as a result of the RFQ. In order to assist with new projects, UNTS will assess the selected firms on a qualifications basis as necessary for a given project.

The firm's submittal to the RFQ will be the basis of determining qualifications to perform the services.

Sealed qualifications for **RFQ769-26-1017AW** will be received by the UNTS up to 2:00 p.m. CST on **February 27, 2026**.

Qualifications can be Submitted electronically through the Jaggaer web link at:

<https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UNTS>

You will need a user name and password to access the site. Please be sure to register as a new user PRIOR to attempting to submit your response electronically in order to become familiar with the site.

#### Project Description

This solicitation will pre-qualify firms for advisory services as outlined in the responses for potential future P3 partnerships. Individual contracts will be negotiated and awarded to provide some or all services required for a project. Selection of a firm to perform these services for a given project will be based on project requirements and the firm or proposed team's experience. Scope of services will vary based on demand, but in general, firms will assist in developing scenarios that generate the best return given market conditions, financing options, and alternatives which may include various appropriate ownership structures. The University understands that a single firm may not have the expertise in all the required areas listed below, but encourages submissions from firms who have experience in a subset of the skillset or to present a team who can provide the full gamut of necessary experience through sub-contracting partnerships. The proposed teams can be modified as project requirements demands with approval of Owner.

#### Questions

Questions concerning this proposal should be directed to:

Aurika Weaver-White, Construction Solicitation Coordinator  
[Aurika.Weaver-White@untsystem.edu](mailto:Aurika.Weaver-White@untsystem.edu)

**All questions must be received no later than 2:00p.m. CST on February 10, 2026. All questions and answers will be posted to the website by 5:00p.m. CST on February 13, 2026.**

The UNTS may in its sole discretion respond in writing to questions concerning this RFQ. Only the UNTS's responses made by formal written Addendum to this Proposal shall be binding and shall be posted on the UNT System website located at <https://finance.untsystem.edu/vendor-resources/bid-inquiry/bid-opportunities.php>. Oral or other written interpretations or clarifications shall be without legal effect.

**Online** - Respondents can view bid documents at Electronic State Business Daily (<https://www.txsmartbuy.gov/esbd>) or at the UNT System website <https://finance.untsystem.edu/vendor-resources/bid-inquiry/bid-opportunities.php> and the UNTS Jaggaer website <https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UNTS>.

# UNT System<sup>TM</sup>

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UNIVERSITY OF NORTH TEXAS SYSTEM

## **Historically Underutilized Businesses (HUB)**

It is the policy of the Owner to promote and encourage contracting and subcontracting opportunities for HUB in all contracts. When a qualified firm is selected for a project, the firm will be required to provide a HUB Subcontracting Plan (HSP) for the intended subcontracting opportunities for the project. The HSP must be submitted along with the proposal for the project. This applies to all projects, regardless of size or scope, awarded via this IDIQ.

All subcontracted work whether identified by the Owner or not, is required to be identified in the HSP. The Plan should reflect all subcontracting opportunities to be utilized in the project. A HUB Subcontracting Plan is NOT required with your response to this RFQ.

The Owner is not bound to accept any of the RFQ responses if they are not in its best interest, as determined by the Owner. The Owner reserves the right to: (a) enter into agreements or other contractual arrangements for all or any portion of the Scope of Work set forth in this Proposal with one or more respondents; (b) reject any and all offers and re-solicit offers; or (c) reject any and all offers and temporarily or permanently abandon this procurement, if deemed to be in the best interest of the Owner.

**END OF SECTION**

# UNT System™

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## UNIVERSITY OF NORTH TEXAS SYSTEM

DOCUMENT 002400  
RFQ769-26-1017AW  
SCOPE FOR QUALIFICATIONS

The University of North Texas System (UNTS) subsequently referred to as the Owner, is seeking statements of qualifications from advisory specialist(s) to facilitate public-private partnership (P3) discussions, analyses, innovative solutions, and other related activities to support property redevelopment, new construction, and asset monetization on the UNT System campuses in support of the universities' strategic plans and surrounding communities. Qualified firms will have an established history of providing high quality services to effectively plan, analyze, and/or facilitate the delivery of P3 projects on the behalf of public universities.

This solicitation will pre-qualify firms for advisory services as outlined in the responses for potential future P3 partnerships. Individual contracts will be negotiated and awarded to provide some or all services required for a project. Selection of a firm to perform these services for a given project will be based on project requirements and the firm or proposed team's experience. Scope of services will vary based on demand, but in general, firms will assist in developing scenarios that generate the best return given market conditions, financing options, and alternatives which may include various appropriate ownership structures. The University understands that a single firm may not have the expertise in all the required areas listed below, but encourages submissions from firms who have experience in a subset of the skillset or to present a team who can provide the full gamut of necessary experience through sub-contracting partnerships. The proposed teams can be modified as project requirements demands with approval of Owner.

UNTS intends to select firms based on qualifications outlined in the Evaluation Criteria section of this RFQ on a project-by-project basis based on scope of services required. Please note that the selection of a firm(s) prequalification does not provide a guarantee of work.

The firm's response to the Request for Qualifications (RFQ) will be the basis of determining the qualifications to perform the services.

### I Background

The University of North Texas System is a public university system headquartered in Dallas, Texas, and is the only university system based in and exclusively focused on the Dallas–Fort Worth region. Collectively, the UNT System serves more than 53,000 students across its institutions, contributing substantially to regional education, workforce development, and economic vitality. The physical footprint of the UNT System's campuses and academic facilities spans approximately 1,400 acres, which includes institutional land holdings across Denton, Fort Worth, Dallas, and Frisco.

#### University of North Texas (UNT):

UNT is the flagship and an R1 public doctoral research institution located in Denton, Texas, approximately 40 miles north of downtown Dallas with a branch campus located in Frisco. UNT serves a student population of nearly 47,000 students and is one of the largest universities in North Texas. The main campus encompasses over 1,000 acres and includes more than 300 buildings totaling approximately 8 million gross square feet. Campus facilities support a wide range of academic, research, residential, athletic, administrative, and student-life functions. The university continues to experience growth in enrollment, academic programming, research activity, and athletics, driving the need for ongoing facility investment and modernization.

#### UNT Health Fort Worth (UNT Health):

The University of North Texas Health Science Center (now branded publicly as UNT Health Fort Worth) is an academic health sciences institution located in the Cultural District of Fort Worth, Texas. UNT Health enrolls over 2,400 graduate and professional students across its schools focused on health sciences and clinical

training. The main campus occupies approximately 33 acres in the heart of Fort Worth's medical and cultural district. The campus supports approximately 20 buildings and includes academic, research, and clinical facilities, as well other auxiliary structures. Combined built space on campus exceeds 1.1 million gross square feet with plans for future expansion under the institution's master plan.

**University of North Texas Dallas (UNT Dallas):**

UNT Dallas is a public four-year university located in southern Dallas, Texas. UNT Dallas serves approximately 4,000 students and continues expanding academic facilities. The UNT Dallas main campus encompasses approximately 264 acres with the first permanent building completed in 2007. The campus now consists of four academic facilities and one housing facility with the most recent addition being a 120,000 square foot STEM facility which is not the largest facility on campus, supporting classrooms, laboratories, sciences and health profession programs.

UNT and UNT Health are in the process of updating their campus master plans with UNT Dallas most recent update occurring in 2020.

**Example of potential partnerships opportunities:**

- Over the past decade on the UNT campus, growth of the campus, and organic expansion and reconstruction of roadways throughout the City of Denton has created a unique opportunity to redefine the University's presence along major throughfares and in the local community. With the development of a new strategic plan, and ongoing update of the campus master plan, the University is seeking to increase immediate visibility and institutional recognition while providing for campus growth and community developing assets through meaningful partnerships.

The first of such development is anticipated along the I-35E corridor of the campus on either the north, south, or potentially both sides of the interstate. Specifically, the University desires to build a new district that potentially could include a hotel and conference center with high rise parking structure, and retail. Depending on market data, the multiphase plan could also include entertainment, innovation center, and engagement facilities such as a sports arena or other athletic focused development, if appropriate. Connectivity between the campus and community is vital. To accomplish these development goals, the University is interested in pursuing public-private partnership(s) with one or more master developer(s) in a phased approach.

To date, there has been no in-depth development study outside of the current campus master planning effort. Based on planning sessions, some general locations owned by the university have been identified for development consideration. It is anticipated that later in the year, the University will solicit feedback from the market to assist in determining viable concepts, locations, deal structures, financial outcomes, etc. that best align with the University's vision and strategic goals. Throughout this process, it will be vital to have the appropriate teams with expertise in market analysis, site development, financial impact analysis, and development strategy.

- Expansion of incubator and partnership opportunities at Discovery Park.
- Expansion of on-campus housing and dining program at UNT Dallas to accommodate enrollment growth, align with the University's mission and vision, and support student success.
- Potential partnership opportunities at UNTD to develop recreation and/or athletics facilities that will not only support both the campus and community.

**II Services**

**1. Scope of Services**

Qualified specialist(s) will help identify optimal development, financing, ownership options, and/or other key issues driving decisions relating to the development of a successful P3s. The advisory services may include, but not be limited to, the following:

- A. Visioning and Development Strategy:
  - a) Develop overarching strategies for capital P3 projects/improvements, funding scenarios, and prioritizing objectives through an understanding of underlying assumptions, motivations, and aspirations.

- b) Assist with decision points for development structures (i.e., self-funding vs. alternate funding/ownership structures).
- c) Work with internal stakeholders to align the University's mission and goals for a successful P3 or other solution(s).
- d) Assist in determining the best approach for a competitive public process.
- e) Review existing campus conditions or documents as appropriate.

B. Conduct Market Analysis and Development Gap Analysis:

- a) Conduct market analysis to identify the current economic and market conditions around target sites identified by the university, and identify the demand for potential uses, including validation of size, scope and features for economically viable and successful development project(s).
- b) Help identify non-traditional funding opportunities such as grant, tax-credits or other available funding mechanisms. Provide recommendations and pros/cons of different approaches.
- c) Provide recommendations regarding the feasibility of the project(s).
- d) Conduct additional detailed financial analysis specific to the type of development as required to further develop scenarios or provide additional data for financial institutional support.

C. Internal and External Engagement Efforts:

- a) Provide recommendations and outline detailed internal and external stakeholder engagement strategy.
- b) Assist with external community or other engagement as it relates to the land planning initiatives to understand external desires and sentiments for the area.
- c) Assist with creating meeting materials (i.e. visual aids, character imagery, graphics to reflect potential development layouts) where needed.

D. Conceptual Project Planning:

- a) Develop and/or refine conceptual land plans that includes an appropriate mix of uses informed by market studies, developer responses and input from engagement outreach.
- b) Express an understanding of the University's development regulations that will impact the conceptual land plan and the ability to accomplish the established goals and objectives.
- c) Develop phasing options for evaluation.
- d) Develop detailed site plans and/or renderings, for massing and sizing
- e) Identify infrastructure requirements and associated delivery costs.
- f) Provide recommendations for development execution to ensure the University's vision is achieved while balancing a future developer's need for flexibility (i.e. recommendation to create design standards or design review committee). Assist in creation of documents as appropriate.

E. Transaction Structure:

- a) Develop risk analysis multiple ownership structures and define the preferred structure – ground lease, lease-leaseback, etc. for major programmatic elements.
- b) Identify preferred financing and funding methods for the multiple programmatic elements.
- c) Determine appropriateness of risk and reward allocation of project delivery structure.
- d) Define the recommended project delivery method for overall development and align it with preferred delivery for each phase or major programmatic element.

F. Solicitation Efforts:

- a) Provide general guidance as it applies to the solicitation processes including developer or market feedback/information, general qualifications and/or proposals.
- b) Assist in developing, providing, and/or reviewing any developer related solicitation documents, attachments, or requirements.
- c) Assist in facilitating the competitive public solicitation process as appropriate (i.e. identification of potential partners, presenting project(s) at pre-bid conferences, coordinating site visits, preparing responses to questions, attending respondent presentations/interviews, etc.).
- d) Assist in review of responses received, developing and presenting comparison matrixes, and provide associate feedback and/or recommendations.
- e) Provide recommendations regarding the response evaluation framework, including selection criteria to be utilized during the evaluation process.

- G. Contract Negotiations
  - a) Lead any financial evaluation requirements provide recommendations resulting from the solicitation.
  - b) Assist in strategy for contract negotiations with awarded vendors and other partners from term sheet to close.
- H. Presentations to Board of Regents:
  - a) Develop presentation materials and/or present to UNT System Board of Regents as required.
- I. Subsequent Phase(s):
  - a) Should the University successfully award a master developer due to the solicitation, the P3 Advisory Specialist may be requested to provide future services regarding negotiations, financial evaluations, and other associated activities as determined appropriate throughout the future development process.

2. Administrative and Contractual Requirements

- A. Firms must respond to requests for services within a maximum of forty-eight (48) hours of notification from the Owner. Firms are encouraged to describe strategies for responding faster when feasible. Requests may come directly from the Owner or through the general contractor.
- B. All deliverables and recommendations must align with the UNTS Campus Master Plans and design vocabulary for each institution unless otherwise directed. Master plans for UNT Denton, UNT Health Science Center, UNT Dallas, and UNT at Frisco are available at:

<https://www.untsystem.edu/offices/strategic-infrastructure/campus-plans.php> .

### III Submission Requirements

1. The responses should address each of the following areas in the same order in which they are set forth below:
  - A. Firm Data
    - a. General Qualifications as it relates to the scope described
    - b. Identification of key subcontractors and expertise as it relates to the scope
    - c. Firm Profile
      - i. Age
      - ii. History
      - iii. Firm size
      - iv. Areas of specialty/concentration
    - d. Contact information as it relates to response to this RFQ
  - B. Description of Team
    - a. Identification of key team members and subcontractors including proposed role in project and resume that includes, at a minimum, years of experience, years at firm, expertise and project experience as it relates potential scopes of work and service description, and education and/or credentials, and the ability to practice in the State of Texas as applicable
    - b. Organization chart illustrating reporting lines and responsibilities for key team members
  - C. Relevant Experience
    - a. Detailed data for no more than **five (5) projects** started within the last 7 years on which the firm and team members have been involved, which best illustrates experience and capabilities as it relates to project. Include:
      - i. Project Name and location
      - ii. Owner's name, address, contact person, email address, and telephone number
      - iii. Indicate role of prime and/or subcontractor firm(s) in project
      - iv. Description of project
        - 1. Size and scope
        - 2. Firm's role in project
        - 3. Key strengths exhibited by project and how relevant to this Project

- v. Clear Identification of key team members outlined in response submission, role in project, and indicate if work was performed while at another firm other than identified in this response.
- vi. Schedule data and current status of project
- vii. Images or rendering as appropriate
- b. If desired, additional five (5) projects relevant to project scope that further illustrates team member experience and capabilities as relevant to this project. Only include:
  - i. Project name and location
  - ii. Owner and contact information
  - iii. Project size/scope
  - iv. Team member and/or firm's role
  - v. Dates that scope was completed or current status

D. Approach

- a. Describe how the team is qualified to address the core issues relevant to the scope.
- b. Detailed narrative describing the team's approach to the major scope areas for the development of a P3 project including the following: vision development, market analysis, financial analysis, pro forma development, risk analysis, structure model analysis, developer engagement, and internal and external engagement.
- c. Present how the proposed team has performed on past projects of similar scope in which key decisions drove the final outcome.

#### IV. Historically Underutilized Businesses (HUB)

It is the policy of the Owner to promote and encourage contracting and subcontracting opportunities for HUB in all contracts. Specific sub-contracting opportunities will be dependent on each project. When a qualified firm is selected for a project, the firm will be required to provide a HUB Sub-Contracting Plan (HSP) for the intended sub-contracting opportunities for the project. The HSP must be submitted along with the proposal for the project. This applies to all projects, regardless of size or scope. A HSP is **NOT** required with this submission.

Firms are encouraged to contact Rosa Violante or Sony Simon at [hub@untsystem.edu](mailto:hub@untsystem.edu) with questions regarding completing the HSP. Additional information can also be found at the Texas Comptroller for Public Accounts website at <http://www.window.state.tx.us/procurement/prog/hub/hub-forms/>.

#### V. Selection Process/Description of Process

The selection process starts after the RFQ is posted on the Electronic State Business Daily on the date listed in Selection Schedule. Following this stage, the selection process is as follows:

A. Qualifications are due on or before **2:00p.m. (CST) on February 27, 2026**. Responses must be limited to no more than twenty (20) pages. Covers, table of contents and divider tabs will not count as pages, provided no additional information is included on those pages. Cover letter will not count as part of the twenty (20) pages as long as the cover letter does not include information on how the work will be performed. All documents should be portrait style, and submitted in 8 1/2" X 11" page size. Responses received that are late or exceed the number of pages listed above will not be accepted. QR codes are not allowed as part of your response and may dis-qualify your response. Please submit your response through the Jaggaer link at:

<https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UNTS>

In order to submit proposals electronically, Proposer must have a working, registered vendor username and password to login. If this is the first time Proposer has attempted to submit a response electronically, please register at:

<https://solutions.sciquest.com/apps/Router/SupplierLogin?CustOrg=UNTS&tmstmp=1633981687779>

Proposers are highly encouraged to ensure you have a working login in advance of the submission deadline.

Proposer is responsible for ensuring it has the technical capability to submit its proposal via electronic submission.

Browser requirements: Chrome

**Proposer shall be solely responsible for ensuring timely submission of the Proposal.**

UNTS is not responsible for equipment or software failure, internet or website downtime, corrupt or unreadable data, or other technical issues that may cause delay or non-delivery of a Proposal or inaccessibility submitted data.

**Proposers are highly encouraged to prepare and allow for sufficient time to familiarize themselves with the electronic submission requirements and to address any technical or data issues Prior to the Proposal due date and time. Hand Delivered, Email or faxed responses will not be accepted.**

- B. The Owner may conduct formal interviews on a project-by-project basis.
- C. The pre-qualified firm(s) will be notified on or about the date listed in Selection Schedule.
- D. The Owner reserves the right to reject any or all qualifications at any point during this selection process for any reason.

**VII. Selection Schedule Summary**

The schedule for selection is as follows:

RFQ posted on the Electronic State Business Daily	01/30/2026
Qualifications received no later than	02/27/2026 @ 2:00p.m.
Notification of selection(s) of pre-qualified firm(s) on or about	March 2026

The Owner may choose not to conduct interviews. The selected firm(s) will be notified by the Owner that they are top ranked and contract negotiations will begin.

Additional information and amendments may be posted:

- Texas Smart Buy at: <https://www.txsmartbuy.gov/esbd>
- UNT System Procurement at: <https://finance.untsystem.edu/vendor-resources/bid-inquiry/bid-opportunities.php>
- as well as Jaggaer site at: <https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UNTS>

**VIII. Evaluation Criteria**

Qualifications will be evaluated on a project-by-project basis depending on the scope of services required and will be based on the following criteria:

- A. Experience of key personnel and other team members with projects of similar size, scope and complexity that is envisioned for future development on the campuses. Experience in the following areas should be demonstrated as outlined in the potential scope of work:
  - a. Advisory services for mixed use development or specialize expertise in the a specific area: hotel and conference center, parking, retail, housing, athletic facilities, entertainment facilities, partnerships in academics and innovation, recreation, community and alumni engagement, and civic partnerships.
  - b. Market analysis activities
  - c. Detailed analysis of structure models, traditional and non-traditional P3 financial, Ownership, and Operations
  - d. Site concept development
  - e. Competitive public solicitation process
  - f. Contract negotiations
- B. Demonstrated capability and capacity to perform work
- C. Prior experience managing teams and projects of similar size, scope, and scale
  - a. Successful projects at a similar scale and scope
  - b. Recent project experience as well as depth of experience
  - c. Client satisfaction
- D. Approach to scope of work
  - d. Demonstrated success in the ability to manage project scope through the life cycle of a P3 project
  - e. Prior experience as a team, including sub-contractors, to manage scope
  - f. Procedure processes outlined in response
- E. Experience of key personnel with successful internal and external engagement
- F. Quality of submittal and subsequent interviews, as appropriate

## IX. Questions

Please address your questions concerning this RFQ to:

Aurika Weaver-White – Construction Solicitation Coordinator  
University of North Texas System  
Strategic Infrastructure Planning & Construction

Please submit solicitation questions to:

[Aurika.Weaver-White@untsystem.edu](mailto:Aurika.Weaver-White@untsystem.edu)

**All questions must be received no later than February 10, 2026, at 2:00p.m. CST. All questions and answers will be posted to the website by 5:00p.m. CST, February 13, 2026.**

The Owner may in its sole discretion respond in writing to questions concerning this RFQ. Only Owner's responses made by formal written Addendum to this RFQ shall be binding and shall be posted on the UNT System website located at <https://finance.untsystem.edu/vendor-resources/bid-inquiry/bid-opportunities.php> as well as the Jaggaer site at <https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UNTS>; State of Texas Electronic Business Daily (ESBD) <https://www.txsmartbuy.gov/esbd>. Oral or other written interpretations or clarifications shall be without legal effect.

**Do not contact any other individuals from the UNTS or it's institutions or departments. This may result in disqualification.**

END OF SECTION