REQUEST FOR QUALIFICATIONS (RFQ) ADAPTIVE REUSE

HISTORIC GLENN DALE HOSPITAL SITE SIXTY (60) +/- Acres

5201 GLENN DALE ROAD, GLENN DALE

PRINCE GEORGE’S COUNTY, MARYLAND 20796

Issued by: The Redevelopment Authority of Prince George’s County (RDA) On behalf of The Maryland-National Capital Park and Planning Commission (M-NCPHC)

Issue Date: March 18, 2016

Pre-Response Meeting and Tour: April 11, 2016

Deadline for Submittal of Written Questions: April 25, 2016

RFQ Responses Due: June 14, 2016

RFQ with Supporting Documentation available on the following websites:

www.princegeorgessounty.md.gov/sites/RedevelopmentAuthority/developers/On goingProjects/pages/default.aspx or www.mncppc.org/Our_Departments/Central_Administrative_Services/Finance/P urchasing/Current_Solicitations.html or www.uli.org/programs/marketplace
1. INTRODUCTION

The Redevelopment Authority of Prince George’s County (RDA) on behalf of the Maryland-National Capital Park and Planning Commission (M-NCCPC) is seeking submissions from qualified development teams for the adaptive reuse of the Historic Glenn Dale Hospital campus (“Property”), consisting of approximately 60 acres of the 206 acres Glenn Dale Hospital Historic District site. The goal of the Request for Qualifications (RFQ) is to select a qualified development team to conduct an assessment of the Property and determine the feasibility of adaptively reusing the Property as a Continuing Care Retirement Community (CCRC) with complimentary uses. The State of Maryland defines a CCRC as a retirement community that provides residents with a continuum of care beginning with independent living and progressing to assisted living, memory care, and nursing beds.

The 60 acre Property is located at 5201 Glenn Dale Road, in two parcels on both sides of Glenn Dale Road (MD 953), north of Annapolis Road (MD 450) in Glenn Dale, Prince George’s County, Maryland. A legal description is provided in Exhibit A. In 1994, the Maryland legislature passed a law restricting development of the Property to a CCRC. The Property is located in Prince George’s County, the second largest county in Maryland with nearly 900,000 residents. Prince George’s County borders east, north and south of Washington, D.C. The Glenn Dale Hospital site is approximately 25 minutes from Washington, D.C. and Annapolis, the capital city of Maryland. It contains approximately 450,000 square feet in 25 buildings including a five-story adult hospital, a three-story children’s hospital and many small structures.

M-NCCPC

M-NCCPC is the current sole owner of the Property, is a bicounty agency, created by the General Assembly of Maryland in 1927. M-NCCPC’s geographic authority extends to the great majority of Montgomery and Prince George’s Counties. The Maryland-Washington Regional District (M-NCCPC planning jurisdiction) comprises 1,001 square miles, while the Metropolitan District (parks) comprises 919 square miles, in the two counties.

M-NCCPC has three major functions:

- The preparation, adoption, and, from time to time, amendment or extension of the 2012 Approved General Plan for Prince George’s County for the physical development of the Maryland Washington Regional District;
- The acquisition, development, operation, and maintenance of a public park system; and
- In Prince George’s County only, the operation of the entire county public recreation program.

M-NCCPC operates in each county through a Planning Board appointed by and responsible to the county government. All local plans, recommendations on zoning amendments,
administration of subdivision regulations, and general administration of parks are responsibilities of the Planning Board.

RDA

The RDA has been engaged by M-NCPPC to provide planning, technical assistance and oversight for the Glenn Dale Hospital adaptive reuse solicitation process. RDA was chartered in 1996 to provide development, redevelopment, revitalization and preservation services in targeted communities, historically underserved by new housing, commercial development and employment opportunities. Its mission is to contribute to the creation of a diverse and vibrant economy and sustainable communities in Prince George's County. This mission is accomplished through:

- Major redevelopment projects to eliminate slum and blight;
- Strategic site acquisitions and land assembly;
- Public private partnership affordable housing, mixed-use and transit oriented redevelopment projects;
- Neighborhood stabilization strategies including housing preservation programs and community impact grants;
- Promotion of sustainable, energy efficient and ecologically sensitive development projects through policy development and model projects; and,
- Partnering with community stakeholders to plan and facilitate major revitalization strategies based on community assets.

The Historic Glenn Dale Hospital Adaptive Reuse Opportunity

This RFQ is applicable or limited only to the 60 acre, former hospital site (“Property”) of the Glenn Dale Hospital Historic District. The remaining 146 acres of the Glenn Dale Hospital Historic District, is zone OS-Open Space, and is not included in the solicitation. Responders should therefore limit research and study only to the 60 acre Property, as no proposals will be entertained through this solicitation for the 146 acres zoned Open Space.

The 60 acre former hospital Property is located in two parcels on both sides of Glenn Dale Road (MD 953), north of Annapolis Road (MD 450) in Glenn Dale, Prince George’s County, Maryland. A legal description is provided in Exhibit A. In 1994, the Maryland legislature passed a law restricting development of the Property to a CCRC (Exhibit E).

While adaptive reuse of the Property and the prospect for additional complementary new construction offer a potentially exciting economic development opportunity for Prince George’s County, past efforts to dispose of the Property have been unsuccessful. Key issues in the past
have been the market potential for the mandated CCRC use and the anticipated high cost for remediation and preservation of the existing historic structures.

CCRC Market Study

In light of the CCRC restricted covenant, in 2015 the RDA engaged a national senior housing consultant, Brecht Associates, Inc., to perform a Market Study to determine if there was sufficient market depth to support a CCRC at the Glenn Dale Property. The scope of the Market Study included definition of a geographic market area for most of the potential CCRC residents; evaluation of the Property’s access to transportation, proximity to health care services, recreation and cultural amenities; compatibility with surrounding land uses; demographic analysis, identification and analysis of existing competitive independent living, assisted living, memory care and nursing bed facilities; and conducting qualitative interviews with influential individuals in order to obtain feedback on the need for a CCRC and the appropriateness of this use.

The CCRC Market Study (Exhibit D) concluded that there is indeed sufficient depth to support a CCRC at the Historic Glenn Dale Hospital campus. The following provides the Market Study’s recommended CCRC project size for each level of care:

<table>
<thead>
<tr>
<th>Level of Care</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Living</td>
<td>250-300</td>
</tr>
<tr>
<td>Assisted Living</td>
<td>30</td>
</tr>
<tr>
<td>Memory Care</td>
<td>26</td>
</tr>
<tr>
<td>Nursing Beds</td>
<td>19 (private beds)</td>
</tr>
<tr>
<td><strong>Total Units</strong></td>
<td><strong>325-375</strong></td>
</tr>
</tbody>
</table>

The CCRC Market Study did not address the financial feasibility of developing and operating a CCRC including: the cost to remediate or adaptively reuse the existing historic structures; the entitlement process; infrastructure and traffic issues; and hazardous materials abatement.

Field Observations Report

Lead by a nationally recognized historic preservation architectural firm, M-NCPPC completed a comprehensive assessment of the buildings and the grounds of the Property. The results of the study were included in a Field Observations Report, in July of 2015. This report, available as
Exhibit F, provides an initial account of the existing conditions of the exteriors and roofs of the buildings on the Property. The initial survey provided visual evidence that the condition of the larger reinforced concrete buildings are faring much better than the smaller and wood frame buildings.

2. Request for Qualifications (RFQ) Objectives

This RFQ is the initial phase of a two-step process. The goal of the process is:

- To select a qualified development team with the experience and capacity to determine the feasibility of the adaptive reuse and development of the Historic Glenn Dale Hospital campus consistent with the current CCRC use restriction; and
- To implement the project if it is deemed feasible by the selected development team.
- No project proposal is due at this time.

Upon selection, the development team will execute a Letter of Intent, be required to make a refundable $25,000 deposit, and explore the feasibility of adaptively reusing the Property, with a CCRC as the primary use along with other complementary uses. The exploration period will consist of five (5) months with key benchmarks to include building conditions and adaptive reuse assessments, community engagement, project budget with sources and uses, CCRC programming proposals, financial feasibility analysis, etc. The initial exploration period may be extended at discretion of the RDA and M-NCPPC if key feasibility benchmarks are met and with an additional non-refundable $25,000 deposit.

It is anticipated that the exploration period will culminate with a determination of the feasibility or infeasibility of the adaptive reuse of the Property with a CCRC as the primary use. At the end of the feasibility or exploration period, if adaptive reuse of the Property, with a CCRC as the primary use (with or without other complementary uses) is deemed feasible, the selected development team will be expected to formulate a project proposal including a concept and financing plan, development timeline, acquisition price and property transfer schedule. The Project proposal will be subject to the approval of the M-NCCPC Board. Upon approval by MNCPPC Board, the development team and M-NCPPC will be expected to negotiate and execute a development agreement.

At the end of the feasibility or exploration period, if the selected development team determines that adaptive reuse of the Property with a CCRC as the primary use is infeasible, the Letter of Intent will be terminated, the initial deposit will be refunded and M-NCPPC and the RDA will define a strategy for adaptive reuse of the site at that time, including the potential for obtaining legislation to lift the CCRC use restriction.

Please note that at the end of the feasibility or exploration period, the development team selected through this solicitation will not be given the option to propose a primary use other than a CCRC.
### Table 2 - Request for Qualifications Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release of RFQ</td>
<td>March 18, 2016</td>
</tr>
<tr>
<td>Pre-Submittal Meeting and Tour</td>
<td>April 11, 2016</td>
</tr>
<tr>
<td>Deadline to Submit Written Questions to RDA</td>
<td>April 25, 2016</td>
</tr>
<tr>
<td>Responses to Written Questions Posted at (insert web site)</td>
<td>May 9, 2016</td>
</tr>
<tr>
<td>Responses to RFQ Due</td>
<td>June 14, 2016</td>
</tr>
<tr>
<td>Selection of Development Team</td>
<td>August 1, 2016</td>
</tr>
<tr>
<td>Feasibility Period</td>
<td>August 15 – January 15, 2017</td>
</tr>
<tr>
<td>Creation of the Redevelopment Proposal, Review and Approval of Proposal</td>
<td>January – June 2017</td>
</tr>
<tr>
<td>Development Agreement Execution</td>
<td>August 2017</td>
</tr>
</tbody>
</table>

### 3. PROPERTY INFORMATION

#### 3.1 Background

The Property is the site of a former sanatorium for children and adults with tuberculosis that opened in 1934 with 150 beds. In 1937, the facilities were expanded and the name was changed to Glenn Dale Hospital. Years later, care was extended to District of Columbia residents with other chronic diseases, until the hospital ceased operations in 1982. M-NCPPC purchased the property in 1995 and is the current owner. A Property Survey and recorded deed are provided as Exhibits B and C.

#### 3.2 Zoning

The Property is zoned Open Space – OS and as previously indicated, its use is currently restricted to a CCCRC pursuant to Section 8-127 of Article 28 of the Maryland Annotated Code. The selected development team is responsible for verifying the zoning approval process with M-NCPPC and building permit process with the Prince George’s County Department of Permitting, Inspections and Enforcement (DPIE).
3.3 Historic Designations

The site is listed on the National Register of Historic Places and the Prince George’s County Historic Sites and Districts Plan as a historic resource. Additional information about the National Register or any other historic preservation requirements is available at the State Historic Preservation Office website (http://mht.maryland.gov) and the National Park Service website for the National Register of Historic Places (http://www.nps.gov/nr/).

(An aerial map of the Property is provided on Page 9.)
Figure 1 – Glenn Dale Hospital Site Map
3.5 Building Conditions

The Property contains approximately 450,000 square feet in 25 buildings, including a five-story adult hospital, a three-story children’s hospital and numerous small structures. All buildings have been vacant since the hospital closed in 1982 and are all suffering from long-term deterioration. A site plan and selected pictures are provided below. Field assessment, discussion of historic significance, pictures of all buildings, and building quantities (number of floors, building square footage, exterior wall area, windows and doors opening and roof area) are based on the Exhibit F - Glenn Dale Hospital Historic District Field Observations Report completed in 2015.

Figure 2 – Glenn Dale Hospital Site Plan
Figure 3 – Adult Hospital

Figure 4 – Children’s Hospital
3.6 Hazardous Materials

The Property may contain environmental hazards that will need to be remediated at the sole costs and expense of the selected development team. M-NCPPC or the RDA does not make any representation, guaranty or warranty concerning the possible presence of hazardous materials.

The following environment studies have been completed and are provided as exhibits:

- Phase I Environmental Assessment (Exhibit G);
- Limited Phase II Environmental Assessment (Exhibit H); and
- Asbestos-Containing Materials Report (Exhibit I).

4. SUBMISSION REQUIREMENTS

4.1 Transmittal Letter

Please complete and execute transmittal letter (Form 1).

4.2 Qualifications Summary

Provide a one page narrative summarizing the proposed development team’s qualifications for completing the project.

4.3 Development Team

Identify all parties that will participate in the project including lead development entity, CCRC owner/operator, architect, engineers, construction entity, legal team, financial institutions, advisors, consultants, etc. Please note that Development Team must include the following members: CCRC, Preservation Architect, Cultural Landscape Architect, and Preservationist. Include resumes of all principals and evidence of Prince George’s County certified Minority Business Enterprise (MBE) status if applicable.

Complete and submit the following forms:

Form 2: Proposed Development Team Organization and Business Structure
Form 4: Historic Preservation Questionnaire
Form 5: Development Team Reference Summary
Form 6: Certifications
**4.4 Experience and Representative Projects**

Provide a detail description of at least three relevant projects underway, completed and/or operated in the past 10 years by lead developer and CCRC partner.

Specifically discuss project experience regarding the following:
- Stakeholder Engagement
- Historic Preservation and Adaptive Reuse
- Green Building and Sustainability (Identify standards and certifications received)
- CCRC Projects Developed/Operated
- Senior Housing Projects Developed/Operated
- Brownfields/Hazardous Materials Remediation/Abatement
- Experience with the Prince George’s County land use entitlement and permit process.

**Complete and submit the following forms:**
- Form 3 – Relevant Project Experience
- Form 4 – Historic Preservation Questionnaire

**4.5 Feasibility strategy**

Describe the strategy your team will implement to explore the feasibility of adaptive reuse of the Property with a CCRC as the primary use. Strategy should provide a timeline with key benchmarks including, but not limited to, building conditions and adaptive reuse assessment, hazardous material testing, community engagement process, estimating project uses and sources, design management approach, site management approach, determining entitlement process, etc. Provide a detailed feasibility strategy budget, including the sources and uses of all funds for the feasibility strategy.

**4.6 CCRC and Senior Housing Development Issues and Challenges**

Discuss the development team’s perspective of trends, issues and challenges associated with CCRC and senior housing development and operations, particularly as they relate to the demographics of Prince George’s County, Maryland.

**4.7 Financial Capacity**

In order to demonstrate financial capacity, submissions should include the following:
- A description of the development team’s experience with structuring and securing funding for mixed finance projects including historic preservation tax credits, tax exempt bonds, New Market Tax Credits, and other private sector financing.
• A description of the development team’s experience in structuring and securing funding for mixed finance projects with cost exceeding $100 million.
• Specifically discuss the development team’s record of negotiating and securing public sector funding, subsidies and incentives.
• Include at least two financial references for the mixed finance projects described and letters of interest from financial partners regarding participation in the Historic Glenn Dale Hospital campus project.
• Provide evidence of committed funding source(s) for feasibility strategy budget proposed in Section 4.5 above.
• Provide Evidence of committed funding for a $25,000 feasibility study deposit.
• Provide most recent audited financial statement of lead development team member and CCRC operator.

4.8 Additional Required Statements

• Exceptions or Restrictions to any provision or requirement of RFQ
• No Conflict of Interest

5.0 EVALUATION PROCESS

5.1 Public Presentation

Finalists will be required to provide a public presentation of qualifications to community stakeholders prior to the selection.

5.2 Evaluation Committee

Submittals will not be opened publically. A Proposal Analysis Group (PAG) will evaluate all submittals received within 60 days. The PAG may request additional technical assistance and may require an interview of the development team and/or the submission of additional information.

5.3 Selection

All submissions will be ranked in accordance with the RFQ Scoring below. The submission that best meets the requirements of the RFQ will be selected to execute a letter of intent and proceed to the feasibility period. The RDA and M-NCPCC reserves the right to waive a requirement and/or minor irregularities when it is in the RDA’s or M-NCPCC’s best interest to do so. The RDA and M-NCPCC reserves the right to cancel or withdraw this RFQ at any time. All materials submitted in response to this RFQ become the property of the RDA and M-NCPCC and may be appended to any formal documentation which would further define or expand the contractual relationship between the RDA, M-NCPCC and the successful Responder.
## Table 3 – Request for Qualifications Scoring

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EVALUATION CRITERIA</th>
<th>MAXIMUM POINTS AWARDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Submission</td>
<td>Submission was organized and complete, included all required information and forms, and indicates an understanding of RFQ objectives.</td>
<td>5</td>
</tr>
<tr>
<td>Development Team Capacity and Representative Projects and Experience</td>
<td>Proposed development team includes a CCRC partner, Preservation Architect, Cultural Landscape Architect and Preservationist. Development team’s current and completed projects reflect size and scope contemplated including historic preservation, adaptive reuse and green building standards. Demonstrated CCRC/senior housing development and operating experience.</td>
<td>35</td>
</tr>
<tr>
<td>Stakeholder Engagement and Minority Business Participation</td>
<td>Respondents should provide their post selection community engagement strategy and the level of minority and local business participation in the development team.</td>
<td>10</td>
</tr>
<tr>
<td>Feasibility Strategy and Budget</td>
<td>Proposed feasibility strategy is well thought out, includes timeline, measurable benchmarks and budget.</td>
<td>20</td>
</tr>
<tr>
<td>CCRC and Senior Housing Development Trends, Issues and Challenges</td>
<td>Demonstrated understanding of CCRC and senior house development trends, issues and challenges related to Prince George’s County. Reflects experience and understanding necessary to address programming and marketing challenges.</td>
<td>10</td>
</tr>
<tr>
<td>Financial Capacity</td>
<td>Demonstrated experience in funding mixed financing projects of size and scope contemplated. Successful projects include historic preservation tax credits and tax exempt bond financing. Evidence of committed funding for feasibility strategy and deposit. Good financial references and letters of interest from financial partners to fund future projects. Copy of most recent audited financial statement provided.</td>
<td>20</td>
</tr>
</tbody>
</table>

**TOTAL POINTS** 100
6. ADDITIONAL PROCEDURES

6.1 Pre-Response Meeting and Tour

A pre-response Meeting and Tour of the site (grounds only) will be held on: April 11, 2016 from 10:00 a.m. to 2:00 p.m. EST.

Place: M-NCPCC
Department of Parks and Recreation Auditorium
6600 Kenilworth Avenue, First Floor
Riverdale, MD 20737
RSVP to: sturpin@co.pg.md.us

Representatives from interested CCRCs and development teams are encouraged but not required to attend.

6.2 Individual Site Visits

Individual site visits to the Property or buildings will be available at the sole discretion of the MNCPPC, by appointment only, subject to complying with the following requirements:

- An executed Waiver of Liability/Assumption of Risk Agreement (Form 7) and incorporated herein by reference by any and all persons who will participate in an individual site visit; and

- A Certificate of Insurance (“Insurance Certificate”) evidencing general liability insurance coverage. Insurance certificates shall be in a form, amount, and with companies, that are satisfactory to M-NCPCC. All policies shall show, or have endorsements showing, M-NCPCC and the RDA as an additional insured and any certificate shall evidence the same. Proof of coverage for any experts, professionals, advisors, participants, employees or invitees who will participate in the site visit must be provided. Any person for whom acceptable coverage is not provided shall not be permitted to participate in the site visit.

Individual site visits will only be scheduled from April 25 to May 6, 2016 and will be scheduled on a first come basis. To schedule a site visit appointment please call: Mr. Ian Obligin of the Parks Department at (301) 699-2541. Please note that access to the Property is restricted and any attempted access to the Property outside of the permitted site visits is prohibited.

The required executed Waiver of Liability/Assumption of Risk Agreement and Insurance Certificate must be delivered to M-NCPCC by USPS mail, courier service such as Federal Express, or in person at the address below no later than two (2) days prior to the scheduled site visit appointment or the site visit will be cancelled without further notice.
Delivery of the Waiver Agreement and the Insurance Certificate at any other office will not be considered. Oral, electronic, telegraphic, telephonic and facsimile of such documentation will not be accepted. In the event M-NCPPC offices are closed due to weather or other contingencies, such documentation will be accepted until 11:00 am EST. on the first full M-NCPPC business day following the last designated closing date. An envelope containing the Waiver Agreement and the Insurance Certificate shall be marked in the lower left hand corner, “SITE VISIT DOCUMENTS FOR THE GLENN DALE HOSPITAL SITE.” Such documentation submitted by mail shall be enclosed in an envelope so marked and shall also be enclosed within a separate mailing envelope similarly addressed and bearing the notation “SITE VISIT DOCUMENTS FOR THE GLENN DALE HOSPITAL SITE” on the face thereof.

6.3 Questions and Forms

All questions regarding the Site and the RFQ will be accepted in writing only and should be submitted no later than April 25, 2016 at 5:00pm EST to:

Rosalyn B. Clemens  
Glenn Dale Hospital Project Manager  
Redevelopment Authority  
9200 Basil Court, Suite 504  
Largo, Maryland 20774  
rbclemens@co.pg.md.us

Submitted questions and responses to questions submitted by the due date above will be posted no later May 16, 2016 to the RDA and M-NCPPC websites. All updates to the RFQ will be posted to these websites as well.

Word versions of Forms 1-7 can be requested from sturpin@co.pg.md.us.
7. SUBMISSION DEADLINE

Six (6) bound hardcopies copies and one electronic version on CD-ROM or USB drive of the response must be submitted by 3:00 p.m. EST. on June 14, 2016 to:

Rosalyn B. Clemens
Glenn Dale Hospital Project Manager
Redevelopment Authority
9200 Basil Court, Suite 504
Largo, Maryland 20774

Submissions must contain a Table of Contents with tabulated sections consistent with submission requirement sections in the RFQ.

In person, mail, courier and all other delivery services are acceptable. E-mail or faxed responses will not be accepted. Responses received after the Submission Deadline will be rejected and returned unopened. In the event RDA offices are closed due to weather or other reasons, Responses will be accepted until 12:00 noon EST. on the first full RDA business day following the last designated closing date.