REQUEST FOR QUALIFICATIONS

FORMER CHARITY HOSPITAL BUILDING
NEW ORLEANS
Request for Qualifications: Former Charity Hospital Building, New Orleans
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INTRODUCTION OF OPPORTUNITY

On behalf of the State of Louisiana and the Louisiana State University ("LSU") Real Estate and Facilities Foundation (the “REFF”), JLL is pleased to invite qualified developers, investors, and their partners (together, “Respondents”) to an historical opportunity to adaptively reuse the former Charity Hospital building at 1532 Tulane Avenue, New Orleans, Louisiana (the “Property”). Respondents are invited to submit their qualifications to secure an opportunity to redevelop the Property through transformative adaptive reuse and bring continued revitalization to the City of New Orleans and the Greater New Orleans Region (the “Project”). JLL has been exclusively authorized by the REFF to administer this procurement.

Submissions will be reviewed by a committee made up of State, LSU, LSUHSC, and REFF staff, and community members (the “Project Management Committee” or “PMC”) to ensure that the REFF is able to secure a Qualified Respondent who will engage with the REFF over the long term to effect the Project and revitalization of the neighborhood.

Constructed in 1939, the Property is a classic, and commanding, example of Art Deco architecture. Designed by Weiss, Dreyfous & Seiferth, the Property rises 20 stories above Tulane Avenue and sits adjacent to both Downtown New Orleans and the LSU Health Science Center New Orleans ("LSUHSC"). The former hospital building comprises approximately one million gross square and represents a significant opportunity for a qualified Respondent to introduce new and dynamic economic activity to the City of New Orleans, Greater New Orleans Region, and the State of Louisiana.

Through JLL, the REFF is requesting statements of qualification from qualified Respondents that demonstrate technical and financial capacity required to deliver on a large-scale adaptive reuse of the Property. Respondents should have both the vision and experience required to deliver a Project that will catalyze the revitalization of the neighborhood, providing ample, and equitable, opportunities to all residents of New Orleans, and transform the neighborhood surrounding the Property into vibrant, job-creating, and inclusive innovation district.

This Request for Qualifications (“RFQ”) is the first stage of a two-stage process. REFF will subsequently invite Qualified Respondents to submit a more comprehensive proposal for the Project through a Request for Proposals (“RFP”) (together, the “Procurement”).
CONTRACTING AUTHORITY
The Louisiana State University Real Estate and Facilities Foundation and the State of Louisiana have united in an effort to secure a ground lessee for the adaptive reuse of the former Charity Hospital building. The REFF has thusly engaged Jones Lang LaSalle, Americas, Inc. (“JLL”) to administer this opportunity on behalf of REFF. JLL has been exclusively authorized by the REFF to represent its interests for the purposes of this procurement and any subsequent agreement.

ANTICIPATED TIMELINE

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<tr>
<td>Publish Request for Qualifications (this document)</td>
<td>Monday, April 16, 2018</td>
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<td>Questions from Respondents Due</td>
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<td>Wednesday, May 16, 2018, 10:00 AM Central</td>
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<td>Publish Request for Proposals (Qualified Respondents Only)</td>
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<td>Questions from Qualified Respondents Due</td>
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AUTHORIZED POINTS OF CONTACT
All communication with regard to this Procurement must be sent to the following authorized points of contact:

**Chris Roth**
Group Managing Director  
JLL  
312-228-2720  
chris.roth@am.jll.com

**Brian Carroll**
Vice President  
JLL  
312-228-3312  
brian.carroll@am.jll.com

Absolutely no communications or contact by a Respondent or its agents may be made with anyone at LSU, LSUHSC, the REFF, or the PMC regarding this Procurement from the time the RFQ is issued until the time the PMC selects a Ground Lessee. Such unauthorized contact constitutes grounds to reject a submission to either the RFQ or the RFP.

Additional information can be found on the following website, including all due diligence collected to date:
www.charityprojectneworleans.com

For media inquiries, please contact:

**Sara Whittaker**
Senior Director of Communications and Marketing  
LSU Foundation  
3796 Nicholson Drive, Baton Rouge, LA 70802  
swyttaker@lsufoundation.org  
225-578-8164
ABOUT NEW ORLEANS

THE BIG EASY.
THE BIRTHPLACE OF JAZZ.
CRESCENT CITY.
PARIS OF THE SOUTH.
Request for Qualifications: Former Charity Hospital Building, New Orleans
One of the United States’ most historically significant cultural centers, New Orleans goes by many names. This jewel of the Gulf Coast has undergone transition after transition, and the city is nothing if not resilient. With a robust population increasing by an average of approximately 5,000 residents each year and projected to grow by 5,300 residents each year through 2022(1), and a growing employment base that has experienced a post-recession low of 4.9%(2), New Orleans is experiencing its latest record-breaking renaissance. In addition, in 2016, New Orleans hosted a record-breaking 10.45 million visitors who spent $7.41 billion. Visitation numbers were the highest since 2004 and a 6.9 percent increase from 2015, and the spending was a 5.1 percent increase from the record-setting spending the year prior(3).

More than Mardi Gras, more than crawfish, more than jazz: New Orleans continues to evolve, and is transforming into a community embracing the new economy. Recently, a partnership between economic development agencies GNO, Inc. and Louisiana Economic Development worked overtime to attract Virginia-based DXC Technology, an information technology and consulting firm, to the City, announcing that it would bring 2,000 jobs to Downtown and occupy 10 floors at 1615 Poydras Street. In addition, British Airways announced it would offer nonstop flights to Heathrow from Louis Armstrong New Orleans International Airport (MSY), the first non-stop flights to Europe since 1982.

(2) Source: Bureau of Labor Statistics
(3) Source: New Orleans Convention and Visitors Bureau
Now, more than ever, New Orleans offers both cultural and economic capital that commands worldwide attention and is posed for unprecedented growth. Indeed, the nation has taken note. In the last year, New Orleans, the Greater New Orleans Region, and the State of Louisiana have been the recipient of numerous awards and positive rankings from sources across the country, including:

**Economic Development**
- Greater New Orleans named #2 Most Cost-Friendly Mid-Sized Market in the USA [KPMG]
- Louisiana ranked #5 Best Business Conditions in the USA [Site Selection]
- Louisiana ranked #5 Fastest Growing Software Sector in America [software.org]
- Greater New Orleans is the “Fastest Growing Tech Cluster in America” [Area Development]
- Greater New Orleans is #1 in the USA for Export Growth, over 400% [US Chamber of Commerce]
- Louis Armstrong New Orleans International Airport is the #2 Fastest Growing Airport in America, 2006-2016 [FAA]
- New Orleans named the #1 City (of 475) for Employment, Income, and Population [NerdWallet]
- Greater New Orleans is the #3 Big City Winning the IT Jobs Battle (after Silicon Valley and S.F.) [Forbes]
- Greater New Orleans was the #1 Most Improved Metro in the USA [Wall Street Journal]
- Louisiana is one of the Best States to Operate a Small Business, meriting a grade of “A.” [The Economist]

**Talent / Workforce**
- Greater New Orleans ranked #2 in the in the USA for Women in Technology [U.S. Census]
- New Orleans ranked #1 on the list of “America’s Biggest Brain Magnets” [Forbes]
- New Orleans is the #1 Fastest Growing “Traditional City” in America [Public Square / U.S. Census]
- Louisiana’s FastStart training program ranked #1 in the USA eight years in a row [Business Facilities]
- Greater New Orleans is #5 in the USA for In-Migration of Millennials [Urban Land Institute]
- Greater New Orleans is Top 5 in the USA for increasing share of “Millennial (22-34) Jobs” [CareerBuilder]
- The New Orleans metro area is #1 in the USA for in-migration of international residents [U.S. Census]
- The Greater New Orleans market ranked #8 for Happiest Workers in USA [Forbes]

**Entrepreneurship**
- New Orleans ranked #5 in USA for Women in Tech [SmartAsset]
- New Orleans is the “Best City in America for Creative Professionals” [SmartAsset]
- Greater New Orleans is #2 in the USA for Growth in Knowledge Industries [EMSI]
- New Orleans is the #5 city where entrepreneurship is booming [Entrepreneur]
- Louisiana rated the #2 State in the USA to Start a Company [Tax Foundation + KPMG]

**Culture and Quality of Life**
- New Orleans is the #2 Favorite City in America [Travel + Leisure]
- New Orleans is a “Most Dynamic City in America” [Worth]
- New Orleans is #1 City in America for Growth in International Tourists [US Dept. of Commerce]
- New Orleans was named “America’s Best City for School Reform” [Thomas B. Fordham Institute]

Source: GNO, Inc.

Respondents interested in being a long-term agent of this growth and playing a vital role in the continued revitalization of New Orleans are encouraged to look closely at the opportunity presented by the former Charity Hospital building. At approximately one million square feet, and located adjacent to New Orleans robust Downtown, the Property is an opportunity for qualified development professionals to not simply reflect on what New Orleans is today, but to play an active role in the region’s future. The opportunity to reposition this signature building represents not only a chance to capture everything that is notable, unique, and captivating about New Orleans today, but to also play an active role in defining what New Orleans.
Downtown New Orleans

The Property is located adjacent to Downtown New Orleans, one of the most dynamic central business districts in the country. Since 2005, Downtown New Orleans has experienced an incredible amount of growth as new business, residents, and visitors flock to the neighborhood. By the numbers, it boasts:

- $7 billion in investments since 2005
- 62,000 jobs
- 18 art galleries and 5 museums in the Arts District
- 243 retail stores, 175 restaurants and 59 sidewalk cafes
- 2.5 million visitors a year for sporting and cultural events
- 10.5 million annual visitors
- 7 parks and squares

Source: Downtown Development District

The Project is an unprecedented opportunity to both capture and build off of this activity.
Adjacent to the Property is a robust medical community made up of LSU Health Science Center New Orleans (“LSUHSC”) and the University Medical Center New Orleans (“UMC”), the latter being LSUHSC’s Level I trauma center and teaching hospital. LSUHSC owns and operates numerous facilities in close proximity to the Property, and these facilities are home to the School of Allied Health Professions, School of Dentistry, School of Graduate Studies, School of Medicine, School of Nursing, School of Public Health, and LSUHSC clinics. In addition, the UMC, managed by LCMC Health, is also located nearby. UMC is affiliated with and educated medical students at both LSUHSC and Tulane University School of medicine and comprises 2.3 million square feet and 446 beds.
DESCRIPTION
Opened in 1939, the Charity Hospital building provided much-needed medical care to the indigent population of New Orleans as part of a tradition of charitable care dating back to 1736. The Property was severely damaged by Hurricane Katrina in 2005 and will no longer be used as a hospital. However, the building remains structurally sound and has deep historic significance to the people of New Orleans and to all of Louisiana.

The Property is located near the center of the New Orleans Metro Area. It has the French Quarter to its East, Mercedes Benz Superdome to its West, and New Orleans Central Business District to its South.

The Property is on the National Historic Register with the National Parks System, and can be reviewed by searching for National Register Information System ID 10001173, or by visiting this link.

DIMENSIONS
The Property is bounded by Tulane Avenue to the north, Gravier Street to the south, LaSalle Street to the east, and LSU-owned property to the west.

The building comprises 20 stories plus a basement level. Including the basement, there is 1,015,942 square feet of exterior gross area, 938,966 square feet of interior gross area, 53,839 square feet of vertical penetration, and 885,127 square feet of preliminary floor area. All measurements are based on the Building Owners and Managers Association ("BOMA") documents The Gross Areas of a Building: Methods of Measurement and Office Buildings: Standard Methods of Measurement.

URBAN LAND INSTITUTE PANEL STUDY
In 2017, the REFF and ULI engaged in a comprehensive analysis of how to best position the former Charity Hospital building as a driver of economic development for the City of New Orleans. ULI, in close coordination with the REFF, contacted nearly 75 local stakeholders, conducted a rigorous assessment of the real estate market, provided in-depth guidance on community engagement, and advised on implementation strategies that would result in the Property’s successful reuse. This Procurement is a direct result of this effort, and Respondents are encouraged to review the ULI Panel Study in full on the website below.

DUE DILIGENCE INFORMATION
Documentation related to the Property can be found on the Procurement website located at www.charityprojectneworleans.com. Respondents and other parties who wish to view these materials must execute a Non-Disclosure Agreement with the REFF, which can be found on the website. Documentation and due diligence collection will be an ongoing process that will culminate with the release of the RFP. As such, the information available during the RFQ process will change.

LAND USE OVERVIEW
The Property is currently subject to the following zoning, land use, and district designations:

Zoning
The Property is currently subject to zoning designation CBD-7 Bio-Science District. Per the New Orleans Comprehensive Zoning Ordinance, Central Business Districts are designed to serve a diversity of functions within compact geographies, including the community’s civic center, a regional employment center, an international visitor center, and centers of service and learning. The zoning districts of the Central Business District contain regulations that create and maintain a focused destination that mixes employment, shopping, residential and entertainment activities in an intense, high density, primarily pedestrian environment.
The CZO defines the character of Central Business Districts as:

- The highest intensity development within the City, including office and residential high-rises
- High-intensity office and employment growth centers
- A pedestrian environment with active uses such as retail and restaurants along the street
- Large-scale entertainment uses, such as the Superdome and Convention Center
- Cultural and entertainment destinations, including museums, theaters, and music venues
- Historic structures and districts that preserve the Central Business Districts’ heritage and provide opportunities for adaptive reuse and mixed-use development
- Urban core neighborhoods with a variety of housing types mixed in with supporting business and commercial uses

Specifically, the CBD-7 Bio-Science District is intended for large-scale bio-science campuses and supportive services. Standards for the CBD-7 District address the unique development of a large campus and its supportive services in order to create proper transitions from the campus to adjacent uses, as well as specific regulations for the core of the district. A wide range of uses are allowable by-right, including multifamily, dormitory, day care, hotel, office, medical office, restaurant, retail, brewery, research and development, educational facility, and others. A number of uses, including bar and public market, are allowed with condition approval.

The neighborhoods surrounding the Property already demonstrate considerable primarily medical facilities that are aligned with the City’s plans for the area. The Project represents an important opportunity to introduce supportive uses as outlined in the CZO, including but not limited to housing, retail, hospitality, office, and others. For more information about surrounding uses, please see the section “Surrounding Neighborhoods” above.

For more information on the CBD-7 Bio-Science District, please refer to Article 17: Central Business Districts of the CZO. For specific use standards, please refer to Article 20: Use Standards. The CZO can be access here: https://czo.nola.gov/.

**Master Plan Future Land Use**

The City’s Plan for the 21st Century, commonly referred to as the Master Plan, is a City Charter-mandated planning framework for the core systems that shape New Orleans’ physical, social, environmental, and economic future. In 2010, the Plan was unanimously adopted by both the City Planning Commission and the City Council and was signed by Mayor Mitchell Landrieu.

In 2017, New Orleans City Council updated certain future land use designations within the Master Plan. The Property is located in one of these areas, designated as a Mixed-Use Health/Life Sciences Neighborhood. The goal of this land use is to provide areas for hospitals, offices, supportive retail and residential uses to create a vibrant neighborhood center with job growth in the medical care and research sectors. The range of uses envisioned in this area include hospitals, offices, residential (single-family, two-family, and multifamily along major corridors), and supporting neighborhood retail/services. However, as noted, Respondents are advised that there are restrictions in place as a result of FEMA funding prevent the Property from being used as a hospital. In addition, the zoning designation discussed above will take precedence over any future land use vision outlined in the Master Plan or in subsequent updates.
Overlays and Interim Zoning Districts
The Property is also subject to the following Overlays and Interim Zoning Districts. For more information, Respondents are advised to review the CZO, which can be accessed here: https://czo.nola.gov/.

- EC Enhancement Corridor Design Overlay District (Section 18.5 of the CZO)
- Maximum FAR 12 (Section 17.4.A of the CZO)
- Maximum Height Controlled by FAR (Section 17.4.A of the CZO)
- Multi-Modal/Pedestrian Corridor (Section 17.6 of the CZO)

The City advises that regulations in overlay and interim zoning districts are combined with the base zoning district. In the event of overlapping districts, Respondents are advised to contact the City for more information.

Neighborhood Conservation District
The Property is located within the boundary of the Neighborhood Conservation District. The Neighborhood Conservation District boundaries are described in Section 26-3 of Ordinance number 26037. For more information, visit NCDAC Safety and Permits page or the Committee page.

INFRASTRUCTURE
The Property is on the Entergy Thermal chilled water loop via the corner at Tulane Avenue and LaSalle Street. The facilities are designed to provide up to 3,000 tons of chilled water cooling (via 2 x 1,500 ton plane and frame heat exchangers located in the Entergy Thermal plant) and 25,000 lbs./hr. of steam at 250 psi. Under normal operating conditions, each chilled water heat exchanger is designed to deliver water at 44 degrees Fahrenheit to the Charity Hospital complex when 56 degree Fahrenheit is returned.

EASEMENTS
Entergy maintains an access easement for steam and chilled water pipes that run underneath the Property. Information about this easement is located in the due diligence room.

TRANSPORTATION & CONNECTIVITY
The Charity Hospital site benefits from nearby access to U.S. Interstate 10 (I-10), one of the main transportation corridors for the New Orleans Metro Area, with easy access to I-10’s ramp system. This location can serve demands from both city and regional sources. Within the vicinity of Charity Hospital, major transportation upgrades are completed or underway. From its terminus at the Union Passenger Terminal, a new Regional Transit Administration (RTA) Street Car Line will service the Loyola Avenue corridor, and stop two blocks from Charity Hospital’s front entrance before finishing at Canal Streets theaters. Future phases of the streetcar expansion will stretch the line down Rampart (the Northern boundary of the French Quarter) and east to Press Street.

TAX INCREMENT FINANCING DISTRICT
A key recommendation coming out of the ULI Advisory Services Panel study is the establishment of an Economic Development District (EDD) to leverage tax increment financing (TIF). The report refers to the proposed EDD/TIF District the “Spirit of Charity Innovation and Economic Development District” or, simply, the Charity EDD/TIF District. As a result of this recommendation, a multi-stakeholder Charity EDD/TIF District committee is being formed, and early assessments for a new TIF district encompassing both the Project and the neighborhood are being conducted.
Aerial view of the property. Courtyard entrance is facing left.
The Property looking southeast toward Downtown New Orleans.

The Property looking south toward Poydras Street.

The Property looking west toward the University Medical Center.

The Property looking north Tulane Avenue.
As noted, the REFF is seeking highly qualified, innovative, and financially capable Respondents who will lead the Project and purposefully engage the REFF, the City, and the State over the long-term. Respondents who wish to be considered for this opportunity shall submit documentation that meets the requirements outlined below (the “Qualifications Package”). The REFF’s selection of Respondents who will be subsequently invited to respond to the RFP (“Qualified Respondents”) will be based upon the PMC’s determination, at its sole discretion, that the Respondents have met the following requirements in their submissions.

**DEADLINE FOR SUBMISSION**
Qualifications Packages must be received by Wednesday, May 16th, 2018 at 10:00 AM Central.

**DELIVERY OF QUALIFICATIONS PACKAGES**
One electronic copy of the Qualifications Package should be e-mailed to Chris Roth at chris.roth@am.jll.com.

**SUBMISSION OUTLINE**
Respondents must include all of the information outlined below in their Qualifications Package. In order to ensure a uniform review process, the Qualifications Package shall be organized as follows:

1. **Cover Letter**
2. **Table of Contents**
3. **Executive Summary**
4. **Respondent Team Organization**
   a. Include a description of the Respondent firm(s), including a list and brief description of all team members, including each member(s) role on the Respondent team. Respondents shall be evaluated based on the breadth and depth of their team members, and how each team member will contribute to the success of the Project.
   b. Team members may include, but are not limited to, architecture and engineering firms, legal counsel, financial partners, tenants, investors, shareholders, and other contractors, service providers, or partners as applicable.
   c. Identify which member of the Respondent team is the lead member of the team, responsible for overall Project engagement and execution.
   d. Identify a single point of contact for all future communications relating to this procurement. Please identify the contact person’s name, title, organization, address, telephone number, and email address.
   e. Please provide your intended entity type and structure (e.g. LLC) the members of that entity, and their roles (e.g. general partner, limited partner, contractor, etc.).
5. **Equity Commitment**
   a. The REFF and its partners are deeply committed to the economic growth of New Orleans and to ensuring that the adaptive reuse of the former Charity Hospital building is performed in an equitable manner. While the REFF has not identified specific goals at this stage of the Procurement, a Respondent, as a condition of a compliant Qualifications Packages, must communicate the policies, procedures, and practices that it will use to ensure that opportunities are made available to all during development and operations of the Project. For example, at this stage of the Procurement, Respondents may consider retaining development team participants that are certified as Disadvantaged Business Enterprises with the City and/or State, thereby engaging some of the numerous and talented local businesses that call the City and the region home. Respondents are encouraged to be open and creative with their commitment to equity, with the understanding that greater detail and firm commitments will be addressed in the RFP.
6. **Key Personnel Experience**
   a. Provide a list of key personnel who will be responsible for ensuring Project success. Personnel from each Respondent team member should be included. This list should include both executives who will oversee the Project as well as project management personnel responsible for day-to-day execution of Project components.
   b. For all personnel listed, provide an overview of qualifications that support the success of the Project. This overview should include number of years’ experience, education, employment history, and experience with at least five similar projects for project executive, and three similar projects for project managers, with a proven track record of successful financing, construction, and tenancy.

7. **Experience with Similar Projects:**
   a. Respondents should be able to provide demonstrable expertise with projects similar to the Project. Project examples from the lead member of the team are encouraged, though experience from any team member will be accepted and evaluated. Projects should demonstrate experience with at least one of the following, and ideally project examples collectively cover all of the below criteria:
      i. Adaptive reuse of large facilities;
      ii. Engagement and long-term coordination with institutions similar to the REFF;
      iii. Engagement with community stakeholders;
      iv. Markets similar to New Orleans;
      v. Projects that were catalytic in revitalizing their surrounding communities, and particularly those revitalization efforts which the Respondent directly facilitated;
      vi. Projects for which the Respondent attracted users, including both private and public sector tenant(s); and
      vii. Projects for which the Respondent secured public/below market financing and incentives.
   b. For each project example, Respondents should include, at a minimum:
      i. Name and location of project;
      ii. Statement summarizing the project’s relevancy to the former Charity Hospital building Project, including which of the items in “a” above the project example satisfies;
      iii. Site plans, massings, renderings, and/or photographs;
      iv. Development team members;
      v. Scope (land area, gross square footage by program/product type, etc.);
      vi. Total cost (excluding land);
      vii. Timeline; and
      viii. Summary of the marketing/leasing strategy and specific results of those efforts.
   c. Respondents should provide the status of any current projects that may compete with the Project.

8. **Offeror Financial Qualifications and Capacity**
   a. Respondents must demonstrate their financial capacity to support a large-scale adaptive reuse project. With the understanding that this information may be highly sensitive and confidential, Respondents are encouraged to provide sufficient information such that the REFF can make a determination. Submissions may include, but are not limited to, statements verifying financial creditworthiness from commercial or institutional credit references, SEC filings, reference letters from past or current financial (debt or equity) partners, reference letters from public agency representatives who provided public/below market financing.

**QUESTIONS**

Questions or requests concerning this RFQ will be accepted until 5:00 P.M. Central on April 23, 2018. The REFF reserves the right to not respond to questions. JLL will issue an addendum to this RFQ with responses to all questions submitted by Respondents. All questions shall be in written form via email and directed only to Brian Carroll at brian.carroll@am.jll.com.

**COMMUNICATION**

Absolutely no communications or contact by a Respondent or its agents may be made with anyone at LSU, LSUHSC, the REFF, or the PMC regarding this Procurement from the time the RFQ is issued until the time the PMC selects a Ground Lessee. Such unauthorized contact constitutes grounds to reject a submission to either the RFQ or the RFP.
INTERVIEWS
Based on the evaluation of the Qualifications Packages, the PMC may invite Respondents for in-person interviews. The purpose of the interviews will be to clarify and discuss aspects of the Qualifications Package. The specific venue of the interviews, as well as process for conducting interviews, will be provided to Respondents at the time Respondents are invited. If held, interviews are tentatively planned for Tuesday, May 29, 2018. Respondents are encouraged to ensure that they are available on that date.

The REFF reserves the right to invite all, some, or none of the Respondents to interview. The REFF may, at its discretion, invite Qualified Respondents to respond to the RFP without conducting interviews.

EVALUATION PROCESS
Through the PMC, the REFF intends to conduct a comprehensive, fair, and impartial evaluation of Qualifications Packages received in response to this RFQ and subsequent interviews, if held. The PMC will evaluate each Proposal based on the submission requirements listed above and the information shared during interviews, if held. The PMC will then determine the Respondents selected as Qualified Respondents who are invited to respond to the subsequent RFP.

Respondents will be evaluated based on the following information:
1. Team Organization
2. Equity Commitment
3. Key Personnel Experience
4. Experience with Similar Projects
   a. Adaptive reuse of large facilities;
   b. Engagement and long-term coordination with institutions similar to the REFF;
   c. Engagement with community stakeholder;
   d. Markets similar to New Orleans;
   e. Projects that were catalytic in revitalizing their surrounding communities, and particularly those revitalization efforts which the Respondent directly facilitated;
   f. Projects for which the Respondent attracted users, including both private and public sector tenant(s) and
   g. Projects for which the Respondent secured public/below market financing and incentives.
5. Offeror Financial Qualifications and Capacity
6. Information Communicated During Interviews
Request for Qualifications:
Former Charity Hospital Building, New Orleans
AUTHORIZED POINTS OF CONTACT
All communication with regard to this Procurement must be sent to the following authorized points of contact:

**Chris Roth**
Group Managing Director
JLL
312-228-2720
chris.roth@am.jll.com

**Brian Carroll**
Vice President
JLL
312-228-3312
brian.carroll@am.jll.com

Aerial images of the Property provided by Atmosphere Aerial LLC Video and Photography.