



INNOVATION  
**CAMPUS**  
RHODE ISLAND



THE  
UNIVERSITY  
OF RHODE ISLAND

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## Executive Summary

The Rhode Island Executive Office of Commerce (EOC) is pleased to release this Request for Proposals (RFP) for the creation of one or more Innovation Campus(es) in Rhode Island, supported by the \$20 million bond issuance approved by Rhode Island voters in November 2016.

This project represents an opportunity for industry, academic, real estate, and/or research organizations to form a partnership with the University of Rhode Island (URI) under the auspices of the EOC, which fosters innovation, the commercialization of academic research, and job creation. Respondents to this RFP can be a combination of any of the above types of entities and must, at a minimum, include one (1) business partner and the University of Rhode Island.

This RFP outlines the goals of the State of Rhode Island (denoted in this RFP as “RI”, “Rhode Island”, or “State”) for catalyzing partnerships that aim to close the gap between the high level of academic research occurring in RI and the comparatively low level of subsequent commercialization, business growth and job creation. Other growing regions throughout the United States have typically experienced higher levels of commercialization and growth as a result of a similar magnitude of academic research. These trends were outlined in the *Rhode Island Innovates* report completed by the Brookings Institution in 2016, and fulfills a recommendation of that report to foster a project of this kind.

The minimum criteria that a Respondent must meet, as approved by the people of the State, are that each Respondent must:

- Partner with the University of Rhode Island;
- Propose a match that exceeds the amount of money requested from this bond issuance;
- Involve at least one business partner; and
- Create a substantial number of jobs at a variety of skill levels.

This RFP outlines additional requirements to be met by Respondents, including the necessary components of the conceptual and financial dimensions of each proposal, as well as further details on the submission of proposals and the selection of winners.

This opportunity, first and foremost, represents Rhode Island’s commitment to utilizing its home-grown assets to drive greater economic growth, foster the development of new technologies, and provide expanded employment opportunities for Rhode Islanders in new-economy jobs that span a variety of skill sets.

Under the leadership of Governor Gina M. Raimondo and the Rhode Island General Assembly, a host of actions have been taken in recent years to set Rhode Island’s economy on the path to growth. These include creating new opportunities for small businesses to conduct critical research and development; implementing policies that make Rhode Island a competitive state in which to do business; and focusing on the ability of our higher education institutions to drive economic growth, among other goals. This Rhode Island Innovation Campus competition will allow proposals to demonstrate how Respondents intend to play a role in that broader strategy to move Rhode Island’s economy forward.

Proposals are due at 2:00pm EST on March 2, 2018. Please review the following sections for further details and submission requirements.

## 1. RI Innovation Campus Project Background, Goals & Timeline

The EOC, in partnership with URI, is pleased to invite teams of experienced industry, academic, real estate, and research organizations to propose transformative Innovation Campuses in Rhode Island.

The State, under the leadership of Governor Gina M. Raimondo, is committed to advancing its innovation economy, attracting new investment and creating high-value jobs. In November 2016, Rhode Island voters approved a \$20 million bond issue to create one or more Innovation Campus(es) that will connect leading industry, academic, and research entities. In May 2017, the Rhode Island Commerce Corporation (RICC) issued an Invitation for Expressions of Interest for the Innovation Campus.

After receiving strong initial Expressions of Interest from many industry sectors, the EOC is issuing a Request for Proposals (RFP) to aid in the selection of one or more RI Innovation Campus team(s) through a competitive process. The requested State investment is preferred to be \$5M to \$20M, with a minimum requested State investment of \$1M required. Respondents will be obligated to provide a funding match that exceeds the State's financial commitment of bond proceeds. Detailed requirements and directions for submissions, as well as guidelines for uses of funds, are found below in Section 3 of this RFP. A selection committee will be organized as described further in Section 5 (the "Selection Committee") to consider applicants' proposals.

### **A successful Innovation Campus will achieve the following goals for Rhode Island:**

- Foster collaboration between industry, academic partners, and research entities;
- Create new high-value innovation jobs;
- Advance Rhode Island's leading innovation clusters; and
- Catalyze increased private sector investment in Rhode Island.

Rhode Island's leading industries and strong research and educational institutions offer a solid foundation for prospective teams. The Innovation Campus will create an opportunity for a team of industry, academic, real estate, and research partners to establish or expand their presence in Rhode Island, create jobs, and catalyze the growth of an innovation cluster.

The Innovation Campus will consist of one or more physical facilities (dedicated or shared) that will provide space for collaboration between URI, the State's flagship public university, and other academic and industry partners. Innovation Campus models from around the world, including the Clemson University International Center for Automotive Research, the Tannery Innovation Center, and the Bridge at Cornell Tech, demonstrate the value of close collaboration between academic and industry partners.

A listing of important events with deadlines for this RFP follows:

EVENTS	DAY	DATE	TIME
RFP Posting Date	Friday	12/15/2017	
Questions Deadline	Tuesday	01/16/2018	2:00PM EST
Questions & Answers Posted	Monday	01/29/2018	
RFP Submission Deadline (“Due Date”)	Friday	3/02/2018	2:00PM EST
Respondent Interviews		Spring 2018	
Selection Committee Decision		Spring 2018	
Grant Award Date		Spring/Summer 2018	
Final Contract(s)		Summer 2018	

## 2. RI Market Context & Background: Why Rhode Island?

### a. Market Overview

Rhode Island has all the ingredients for breakthrough innovations: a strategic geographic location; a strong and rapidly growing talent pool fueled by world class universities; a high quality of life; a vibrant culture; and a stable business environment. Rhode Island is compact and positioned to promote flexibility and innovation, from its workforce training programs to its regulatory processes.

Rhode Island can be the testbed for innovative ideas, using its density and size to serve as a statewide innovation lab for novel products and processes. The State is transforming itself from an old industrial economy into a high-tech, collaborative platform for growth. Rhode Island has a strong innovation infrastructure with the top-rated broadband in America and plentiful dark fiber ready to be “lit up” with data. The capital city of Providence recently was ranked as one of the best cities in which to start a business and a top market for start-ups<sup>1,2</sup>. In 2017, Rhode Island had one of the fastest rates of construction job growth in the nation, due to recently catalyzed real estate and infrastructure building booms<sup>3</sup>.

Rhode Island’s key industry growth sectors include: ocean sciences; maritime & defense; information technology (IT); Internet of Things (IoT); cyber & data analytics; advanced manufacturing; food technologies; biotechnology, neuroscience, and the “silver economy”; financial technology; and renewable energy<sup>4</sup>.

### b. Geographic Location

Rhode Island is the ideal location in the Northeast with all the benefits of a major commercial center, including access to top companies, extensive transportation links, and world-class universities – often for a fraction of the cost of its neighbors.

<sup>1</sup>[The Six Best Cities to Start A Business Right Now](#)

<sup>2</sup>[The Best Cities to Found A Company Outside of Silicon Valley and New York](#)

<sup>3</sup>[Rhode Island Top Construction Growth](#)

<sup>4</sup>[Rhode Island Innovates: A Competitive Strategy for the Ocean State](#)



Rhode Island is at the center of the Northeast corridor, which is home to one-third of all Fortune 100 companies and one in five U.S. jobs. If this corridor, which generates over \$3 trillion in GDP annually, were a separate country, it would have the fifth largest economy in the world. Rhode Island also has the second highest population density in the U.S. There are over 4.6 million people located within a one-hour drive of Providence. URI has a Providence campus location in addition to its main Kingston campus, only a short 30-mile drive south of the capital city.

Rhode Island also has ideal access to major local, national and international markets. By train, Boston is 35 minutes away, and New York City is three hours. Rhode Island also enjoys easy access to most major U.S. and key European markets via T.F. Green Airport. T.F. Green added five new airlines in 2017 and is now the second largest airport in New England.

### **c. Talent Pool & Pipeline**

Companies find the hard-working, cross-disciplinary talent they need in Rhode Island because of the vast talent pool, strong university system, turnkey workforce solutions, and innovative K-12 programming.

Rhode Island offers employers:

- A large talent pool: 2.6 million talented workers live within a 60-minute commute of Providence.
- A strong university ecosystem: 100,000+ annual graduates from the diverse, interdisciplinary ecosystem of universities – including the University of Rhode Island<sup>5</sup>, Brown University, Rhode Island School of Design, Salve Regina University, Harvard University, and the Massachusetts Institute of Technology – live within a 60-minute drive of Providence.
- Turnkey workforce solutions: The Community College of Rhode Island (CCRI) and Rhode Island College (RIC), among other institutions, are exceptional workforce development catalysts who are willing to work closely and directly with Innovation Campus applicants to design custom talent pipelines.
- Innovative K-12 programming: Rhode Island is building the best tech pipeline in the country with innovative programs in all K-12 schools across the state – including computer science curricula in all schools, making Rhode Island the first state to achieve this goal.

### **d. Culture & Quality of Life**

Rhode Island combines the beauty and recreational opportunities of 400 miles of Atlantic Ocean coastline with a vibrant urban culture. With a diverse population of just over one million and 76 different languages spoken, Rhode Island offers cultural variety and experiences of every kind. Eat at one of America's best new restaurants in Providence's hip West End neighborhood. Take an after-work woodworking class at the country's best design school. Learn to sail on the glistening Narragansett Bay off the shores of South County. Take in the mastery of the American National Polo Team in Newport or the family fun of a Pawtucket Red Sox baseball game. Exercise on Sunday morning along a bike path that follows the French army's first march during the Revolutionary War. The variety and density of Rhode Island's resources makes us a place where millennials, new families, and executives can thrive.

<sup>5</sup>Additional URI academic information is included in Appendix 4

Providence, continually ranked one of America's hippest cities, attracts and retains millennial talent, young families, and executives. In the fall of 2017, Providence was ranked by *Inc. Magazine* as the top East Coast city preferred by millennials. The downtown area is compact with access to transit, the financial district, the capital center, and educational institutions no further than a 20-minute walk away. At the same time, compared to our Northeast neighbors, Providence and all of Rhode Island's other beautiful cities and towns offer employees a competitive cost of living.

#### **e. Government & Commerce**

Rhode Island's government has a commitment to getting things done fast and working with businesses to grow. Rhode Island offers an increasingly streamlined government experience, with dedicated professionals and workforce development teams acting as navigators helping with all needs such as getting set up, building the workforce, and recruiting talent. The RICC has an array of tools and growth incentives (separate and in addition to the Innovation Campus RFP competition) to help companies expand and/or locate and innovate in the Ocean State. Tools include tax incentives for construction and job growth, funding for workforce training, grants for research and development, and more.

Rhode Island is one of the few states to have tackled pension and Medicaid reform. Our businesses now benefit from one of the lowest combined tax rates in the Northeast. Over the last 20 years, there have been no across-the-board income, corporate, sales, or casualty tax increases in Rhode Island. To keep our tax environment competitive, the state continues to take steps to lower taxes.

### **3. RFP Submission Requirements**

Each Respondent's proposal should include at least one company, either currently engaged or proposed, to be engaged in the creation of technology, goods, and/or services related to Rhode Island's key industry growth sectors or innovation clusters. A company or person whose primary business is the development of real estate or the provision of passive equity or the sale/resale of equity participations may be a member of a consortium, but may not be the managing or majority ("lead") member of the consortium. Respondents may respond as part of multiple consortia. Any Respondent that is based outside the U.S. must include at least one member that is based in the U.S.; and the U.S.-based member(s) shall ensure compliance with all legal requirements involving the Committee on Foreign Investment in the United States.

**For submissions to be deemed complete, Respondents must, at minimum, submit a response including:**

#### **a. Transmittal Letter**

A transmittal letter must be signed by a principal of the Respondent, and include contact information for the Respondent's primary contact.

#### **b. Executive Summary**

An Executive Summary, not exceeding four (4) pages, must be written in a non-technical style and contain sufficient information for reviewers with both technical and non-technical backgrounds to become familiar with the Respondent's proposal and its ability to satisfy the financial and technical requirements of the Project. The Executive Summary should introduce the Respondent's team members and state how and why the Respondent is the best candidate to lead the development of an Innovation Campus, as broadly

described in Section 2 of this RFP (to include the goals of the campus), based on experience, merits of the team, overall offer, and programmatic vision.

The EOC intends to release the name of each Respondent and a copy of the Executive Summary subsequent to the submission deadline. To the extent a Respondent believes it necessary to include confidential information in its Executive Summary, the confidential portions of that summary should be clearly marked as such and the Respondent must also provide an Executive Summary without such confidential information that may be released to the public in its entirety.

### **c. Innovation Campus Proposal Concept Details**

Detailed Innovation Campus proposal descriptions must include, at minimum, the following (to be scored) components:

- I. **Project Description:** Respondents should submit a compelling narrative explaining the team's proposal. The narrative should clearly explain the overall objectives and goals of the Project, as well as the proposed URI collaboration to include the aligned research and the proposed commercial results. Please discuss all other collaborations with additional universities, colleges and/or partners. Respondents should include sufficiently detailed plans for the development, programming, operation, and/or management of the facility ("Facility") together with a project development timeline, including key milestones. Please see the "Required Considerations" section immediately below.
- II. **Economic Impact:** Respondents should provide a short statement projecting the economic impact of the proposed concept, including the number of full-time equivalent jobs created upon initiation of consortium operations, along with a long-term projection for additional jobs created over time.

### **Required Considerations**

In composing detailed responses above, Respondents should take into consideration that they will be expected to:

- **Governance and Operations:**
  - Form a consortium of participants inclusive of URI that will be responsible for all aspects of the Project.
  - Propose an effective governance model and process for control, decision-making, contracting, communications and financial accountability.
  - Propose a collaboration with a minimum duration of 10 years.
- **Funding and Use of Funds:**
  - Keep in mind the requested State investment is preferred to be \$5M to \$20M, with a minimum requested State investment of \$1M required; also keep in mind that Respondents will be obligated to provide a funding match that exceeds the State's financial commitment of bond proceeds.
  - Recognize that funding from the bond proceeds may be used to (i) acquire land or other real property or any interest, estate or right therein (including leaseholds); (ii) pay cost of demolition, construction, rehabilitation, enlargement, provision of service utilities, and other improvements to land; (iii) pay for the cost of furnishings, equipment, supplies, devices, materials and labor for repair, renovation or conversion of systems and structures; and (iv) pay for the preparation of reports, plans and specifications,



relocation expenses, and other costs such as for designing, inspecting and engineering required in connection with a Project.

- Programming:
  - Emphasize research in disciplines and growth sectors that are strengths in the State and at URI such as ocean sciences and maritime industry & defense; information technology (IT), Internet of Things (IoT), and cyber & data analytics; advanced manufacturing; food technologies; biotechnology, neuroscience, and the “silver economy”; financial technology; and renewable energy; also keep in mind that interdisciplinary programs are encouraged.
  - Demonstrate the potential for commercialization of research. The Project should include programs and activities to support and encourage commercial applications and ventures and a culture of entrepreneurship, such as technology transfer centers, business incubators, and/or corporate research and development facilities. Proposals should address methods for retaining such commercial activity and the related jobs in Rhode Island.
  - Dedicate sufficient space for academic and/or research use (e.g., teaching space, wet and dry labs), associated conference facilities, offices and administrative space, among other uses.
  - Describe how the existing or incrementally new research enterprise and activities will be integrated into the activities of the Respondent.
- Physical Facility:
  - Describe the Innovation Campus Facility. The proposed program will require one or more facilities to bring together the educational, research, translational and commercial aspects of the proposal. The proposal must clearly identify the potential RI location(s) and size of the Facility(ies), and the program that it will contain, with allocation of space by approximate square feet. The Facility(ies) may be part of an existing facility or new construction.
  - Make the Facility available to the consortium for the term of the Project. If the Facility is to be erected on land belonging to the Rhode Island Council on Postsecondary Education and held in trust for URI or the State directly, then the Respondent must clearly identify the bounds of such land and propose indicative terms for a ground lease of such property into which the Respondent and the Council or State would enter. If the proposed Facility requires the acquisition of privately held land, the Respondent must demonstrate capacity to acquire the land in a timely fashion.
  - Recognize that proposals that include the acquisition of assets or services directly by URI beyond the grant contemplated under this RFP will be subject to applicable procurement regulations.
  - Recognize that proposals that involve locating a Facility on land held in trust for the State by the Council on Postsecondary Education will be subject to the approval of the Council and the Rhode Island State Properties Committee.

- Strive to achieve LEED Silver or better construction for applicable portions and adopt WELL building standards wherever possible.
- Intellectual Property:
  - Establish a mechanism for the assignment and commercialization of intellectual property developed through the Project to the appropriate party. To assist Respondents, please see Appendix 3: Intellectual Property Policy Framework (Draft) for a suggested outline.

#### **d. Team Summary & Organizational Charts**

Respondents shall provide the following information relevant to the Respondent and its Team Members, and must identify all Team Members.

##### 1. Respondent

Identify the legal name and nature of Respondent, and the state of its organization, if applicable. If the Respondent typically uses a trade name, identify both the trade name and the underlying legal name as registered with the State and/or country of origin. If Respondent is a consortium, partnership, or any other form of joint venture, the submission shall contain any executed teaming agreement. If an executed teaming agreement does not yet exist, the submission must contain the summary of the key terms of the anticipated agreement.

##### 2. Team Members

Provide Form A (see Appendix 1) for each Team Member (also include any financially responsible party). For each Team Member, identify the member's role, planned equity ownership percentage (if applicable), and the entity's legal nature and state of organization. If any of the Team Members are a consortium, partnership or any other form of joint venture, the submission must contain any executed teaming agreement. If an executed agreement does not yet exist, the submission must contain a summary of the key terms of the anticipated teaming agreement. Executed teaming agreements or summaries of teaming agreement key terms shall be included.

##### 3. Organizational Charts

Respondents are requested to provide an organizational chart covering all key personnel.

#### **e. Relevant Experience & References**

Please include project descriptions (not to exceed one (1) page per project) of relevant project experience held by the Respondent and Team Members. Please include up to eight (8) projects in the aggregate.

The team should ideally demonstrate that it has experience successfully executing projects of a similar scale. Teams are encouraged to form partnerships and include other firms in their proposals to help successfully deliver the Innovation Campus. Examples of ways to demonstrate relevant experience include, but are not limited to:

- I. Experience with programming, managing, and/or operating spaces involving industry and academic tenants, with an emphasis on office, academic, lab, and innovation space;
- II. Experience with complex public-private partnerships; and/or
- III. Experience in creating a focus of innovative activity, desirable to potential private-sector team members.

Within each description, the team shall include:

- I. Length of term of involvement to date, including first year of involvement and final year of involvement, if relevant (with a preference for projects over five years in length);
- II. Project description narrative, including location, total scope of work undertaken;
- III. Specific roles and responsibilities fulfilled;
- IV. Full team (firms) included in programming, management, and/or operation of the space;
- V. Term of involvement with the project, including total economic value of the contract; and
- VI. References for the team and/or any assigned key staff for each example engagement. References shall include reference names, addresses, telephone numbers, email addresses and the name or title of specific projects with which the reference is associated. Respondents are requested to verify that all contact information is correct.

**f. Letters of Commitment and Letters of Interest**

Each Respondent should provide letters of commitment from consortium members and letters of interest from other potential collaborators, if applicable, to support the Respondent's proposal for the Innovation Campus.

**g. Project Financial Approach and Strength**

Each Respondent will provide a statement (not to exceed five (5) pages) describing its approach to financing the Project, including identification of any challenges to financing the Project and proposed solutions to meet these challenges. Include in the statement what the Respondent views as the most significant risks to the State and the Respondent with respect to financing the Project and how those risks can be addressed, mitigated or allocated to provide best value to the State.

Respondents should provide a clear statement of the financial resources pledged to the Innovation Campus, the sources of capital required to successfully launch and operate the Innovation Campus, and the cash flow requirements needed for operations. Teams should provide information that will enable the Selection Committee to evaluate a team's ability to obtain funding for the Project, and to provide a reasonable assurance regarding the ability of the team to deliver and operate the proposed concept in a sustainable manner. Respondents should demonstrate that they have developed an operating model for the venture that covers all operating costs without further State support for a minimum of 10 years.

The Selection Committee will evaluate each Respondent's financing approach and funding partnerships that may impact its ability to successfully execute the Project. Respondents must provide sufficient and complete information to enable this committee to evaluate its financial capability and approach to the project.

Respondents are again reminded that the requested State investment is preferred to be \$5M to \$20M, with a minimum requested State investment of \$1M required. Respondents will also be obligated to provide a funding match that exceeds the State's financial commitment of bond proceeds. Respondents are also reminded that funding from the bond proceeds may be used to (i) acquire land or other real property or any interest, estate or right therein (including leaseholds); (ii) pay cost of demolition, construction, rehabilitation, enlargement, provision of service utilities, and other improvements to land; (iii) pay for the cost of furnishings, equipment, supplies, devices, materials, and labor for repair, renovation or conversion of systems and structures; and (iv) pay for the preparation of reports, plans and specifications, relocation expenses, and other costs such as for designing, inspecting and engineering required in connection with a Project.

#### Financially Responsible Party(ies)

In addition to the financial approach statement described above, each Respondent shall complete and submit Form B (see Appendix 1) with its proposal. Additionally, if a parent company, affiliate, investment fund (if the relevant entity is a fund manager), organization or any other entity is providing a financial commitment to the Respondent in connection with the proposal (each a "Financially Responsible Party"), such Financially Responsible Party shall complete Form B and the Respondent shall include such information with its proposal.

Respondents shall note that the Selection Committee may, in its discretion based upon the review of the information provided or the Respondent's form of organization, require certain financial commitments as a condition precedent to an award including, among other options, (i) that one or more Financially Responsible Party(ies) will be required to unconditionally guarantee payment and performance in relation to the Project; or (ii) that all participants to a venture assume joint and several liability. The Selection Committee may also require financial assurance for the Respondent's obligation inclusive of acceptable payment and performance bond requirements and/or letters of credit.

#### **h. Outstanding Legal Issue Information**

The information regarding legal issues affecting the Respondent and its Team Members contained in Form C (see Appendix 1) must be submitted with the Respondent's RFP response.

#### **i. Submission Format, Delivery & Address**

All responses to this RFP are due by March 2, 2018 by 2:00pm EST. A summary checklist of submittal requirements for Respondents has been included as a reference in Appendix 1. One (1) electronic (PDF) version on USB drive and twelve (12) printed full copies of the complete proposal must be mailed or hand-delivered by the due date and time in a sealed envelope marked:

Rhode Island Executive Office of Commerce  
Attention: RI Innovation Campus RFP  
317 Iron Horse Way, Suite 203  
Providence, RI 02908



***NOTICE: Respondents are requested to clearly mark any information in their proposal they deem confidential. Applicants should familiarize themselves with the Access to Public Records Act.***

Respondents wishing to keep business sensitive information should clearly mark the information in the submittal as such and also sequester these specific items in a separate binder (to be submitted together with the main proposal) marked with the name of the Respondent, proposal title as applicable, the words "RI Innovation Campus RFP", and the words "CONFIDENTIAL SUBMITTALS". The EOC and Selection Committee will endeavor to keep requested information confidential as permitted under applicable law. Respondents are allowed to contact the following law firm in the case of questions:

Thomas E. Carlotto  
Shechtman Halperin Savage, LLP  
1080 Main Street  
Pawtucket, RI 02860  
Phone: 401-272-1400

The EOC will consider the Respondent to have waived any claim of confidentiality and exemption from public disclosure for any materials placed in any other location in the submittal.

Once submitted, the RFP shall become the property of the EOC, may not be returned to Respondents, and is subject to the Access to Public Records Act<sup>6</sup>. Respondents are encouraged to familiarize themselves with the Access to Public Records Act. The EOC will not advise a Respondent as to the nature or content of documents entitled to protection from disclosure under the Access to Public Records Act or other applicable laws, as to the interpretation of such laws, or as to the definition of trade secret. Nothing contained in this provision shall modify or amend requirements and obligations imposed on the EOC by the Access to Public Records Act or other applicable law. The EOC reserves the right to disagree with Respondent's assessment regarding the confidential nature of information in the interest of complying with the Access to Public Records Act. The provisions of the Access to Public Records Act or other laws shall control in the event of a conflict between the procedures described above and the applicable law.

In the event of any proceeding or litigation concerning the confidentiality of any material submitted by a Respondent, the EOC will abide by any order or directive of a court or such other authority having jurisdiction with respect thereto, and the Respondent will be responsible for otherwise prosecuting or defending any action concerning the materials at its sole expense and risk; provided, however, that the EOC reserves the right, in its sole discretion, to intervene or participate in the litigation in such manner as it deems necessary or desirable.

All costs and fees (including attorneys' fees and costs) incurred by the EOC in connection with any litigation, proceeding, or request for disclosure shall be reimbursed and paid by Respondent objecting to disclosure. Each Respondent shall be responsible for all of its own costs in connection with any litigation, proceeding, or request for disclosure.

In no event shall the EOC, URI, or any of its agents, representatives, consultants, directors, officers or employees, be liable to a Respondent or Respondent team member for the disclosure of all or a portion of a submission under this RFP.

<sup>6</sup>[Chapter 38-2, Access to Public Records](#)

**NOTICE: No phone calls and late responses will be accepted, and responses received via electronic submission only will be disqualified.**

**NOTICE: Please see Appendix 2 for additional policies and notifications.**

**j. Questions & Clarifications**

Questions, interpretations, or clarifications concerning this RFP shall be directed by e-mail to [RIInnovationCampus@commerceri.com](mailto:RIInnovationCampus@commerceri.com) no later than 2:00 pm EST on Tuesday, January 16, 2018.

Responses to questions, interpretations, or clarifications concerning this RFP will be posted online via addendum at [www.commerceri.com](http://www.commerceri.com) on Monday, January 29, 2018 to ensure equal awareness of important facts and details.

## 4. Evaluation Criteria:

Proposals will be evaluated based on the criteria set forth in Table 1. Only complete proposals, addressing all elements described in the Submission Requirements, will be evaluated with a maximum number of points allowed in each category. Each category will be considered independently, and teams may receive partial or full points for each criterion. Points awarded within each category will be added to calculate a preliminary score out of 75, to be combined with a potential interview score of 25, for a total of 100 available points.

The Selection Committee may invite some or all qualified Respondents to participate in oral interviews at a specified time, date, and location. The Selection Committee may impose a time limit for each oral interview. During the oral interview, Respondents will be required to deliver a brief presentation and respond to questions from the selection committee, including questions concerning the Respondent’s proposal and presentation. The proposed key individuals of the Respondent’s team will be expected to actively participate in the interviews and to respond to the Selection Committee’s questions. Upon completion of the interview phase, the Selection Committee will score the remaining 25 points allocated to the interview based on the Respondent’s presentation, consistency with proposal, and thoroughness in addressing open questions during the interview process.

**Table 1: Evaluation Criteria**

<b>CRITERIA</b>	<b>MAXIMUM SCORE</b>
Team Capacity and Experience	20 points
Innovation Campus Proposal Concept	35 points
Project Financial Approach and Strength	20 points
Written Proposal Evaluation Points	75 points
Interview	25 points
Total Maximum Points	100 points

## 5. Selection Process:

The Selection Committee, composed of representatives chosen by the State Secretary of Commerce, in consultation with URI and the RICC Board of Directors, will evaluate the written proposals. The Selection Committee may at any time during the evaluation process seek clarification or additional information from Respondents regarding proposals. Respondents may be asked to elaborate upon or revise proposals.

***The EOC reserves the right to terminate this solicitation at any time, and by responding hereto, no person, firm, or entity is vested with any rights in any way whatsoever.***

***The EOC reserves the right to reject any or all proposals for not complying with the terms of this RFP.***

## Appendix 1:

### Required Forms

Form A – [Team Member Summary](#)

Form B – [Information Regarding Team Member Summary](#)

Form C – [Certification](#)

[Summary Checklist of Submittal Requirements](#)

### Summary Checklist of Submittal Requirements

RFP SECTION		SUBMITTAL	FORM (if any)	RFP SECTION REFERENCE
<b>3</b>		<b>RFP Submission Requirements</b>		
	a.	Signed Transmittal Letter		Page 7
	b.	Executive Summary (4-page maximum)		Pages 7, 8
	c.	Innovation Campus Proposal Concept Details		Pages 8, 9, 10
	d.	Team Summary and Organizational Charts	FORM A	Page 10
	e.	Relevant Experience & References		Pages 10, 11
	f.	Letters of Commitment & Letters of Interest		Page 11
	g.	Project Financial Approach & Strength (5-page maximum)	FORM B	Pages 11, 12
	h.	Outstanding Legal Issues	FORM C	Page 12
	i.	Submission Format, Delivery & Address		Pages 12, 13, 14



## Appendix 2:

### RFP Policies and Notifications

1. Respondents are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Proposals that depart from or materially alter the terms or requirements defined by this RFP may be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of content, shall be borne by the Respondent. The Rhode Island Executive Office of Commerce assumes no responsibility for such costs.
4. All financial information, as well as financing information, is assumed to be accurate and true to the best of the Respondent's knowledge. Misleading or false information will be a basis for disqualification.
5. Proposal submissions misdirected to other locations, or that are otherwise not present at the Rhode Island Executive Office of Commerce by the submission deadline for any cause, will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock with the receptionist.
6. All proposals should identify the proposed team of professionals, including those employed by subcontractors, if any, along with respective areas of expertise and relevant credentials.
7. The award made pursuant to this RFP will be contingent on the availability of bond funds and made at the discretion of the Executive Office of Commerce.
8. Interested parties are instructed to review the Rhode Island Commerce Corporation's website (<http://commerceri.com/ri-innovation-campus/>) on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
9. Equal Employment Opportunity (R.I. Gen. Laws § 28-5.1-1, et seq.) – § 28- 5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation.
10. In accordance with Title 7, Chapter 1.2 of the General Laws of the State of Rhode Island, no corporation organized under the laws of another state or country shall have the right to transact business in Rhode Island until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This is a requirement only of the successful Respondents.

## Appendix 3:

### Intellectual Property (IP) Policy Framework (Draft)

The RI Innovation Campus will ideally cluster numerous universities/research institutions (domestic and international). Each university will typically have its own policy and rules relating to Intellectual Property (IP) and the commercialization of research. A critical initial task for the winning Innovation Campus(es) leadership and administration team will be to develop a standardized RI Innovation Campus partnership contract that all research institutions can adopt to help founding and tenant corporations access the full spectrum of talent within the campus. That standardized partnership contract will spell out in detail all issues related to IP ownership. There will need to be support staff and documented processes to broker conversations between companies and universities for intellectual property and other agreements. This staff/process may reside in university offices of technology transfer or it may also be a standalone entity for the Innovation Campus – depending on the winning proposal(s). There are many examples of innovation/research partnership agreement templates available to be used as starting points.

In the case of the Rhode Island Innovation Campus, both URI and Brown, for example, have their own standard IP agreement frameworks (and staff/lawyers to support). It is worth noting that in these examples, both URI and Brown have stated they are very open to discussing and negotiating IP ownership with regards to the Innovation Campus with the founding and member/tenant corporations.

It is instructive to note that background research into basic best practices for Innovation Campus/district IP policy has yielded the following information/practices that may be used as foundational principals for the RI Innovation Campus:

- (1) In all cases, corporations and academic/research institutions both maintain full ownership of their individual background IP that they submit in advance for use in a collaborative research project(s);
- (2) Ownership is shared for the IP created together and collaboratively (aka “jointly”), and the terms of that ownership can be negotiated (outside of a standardized agreement noted above) to fit with participating a corporation’s strategic needs in concert with the with the University(ies);
- (3) Often, IP that is created solely by the corporation(s) (with no University personnel, equipment, or facilities used) in the process and pursuit of a project is the exclusive property of the corporation that created it; and
- (4) Often, IP that is created solely by the University partner(s) (with no corporate personnel, equipment, or facilities used) during the process and pursuit of a project could be presented to the lead corporation(s) with a first right of refusal for an exclusive license.

In all cases, inventorship is determined in accordance with U.S. patent laws. Corporations and Universities will disclose inventions to the other Party and to project/campus administration as soon as possible after receiving notice of them from the inventors. Participants are also encouraged to familiarize themselves with the Bayh-Dole Act of 1980.

#### Reference:

Please refer to URI’s Intellectual Property Policy as provided in the University Manual Chapter 10 (Sec.10.40.10) approved by the Rhode Island Board of Education on April 8, 2013. The URI IP Policy governs the process by which URI reviews, protects (patents), licenses, and distributes revenue related to URI inventions and discoveries.

## Appendix 4:

### Additional URI Academic Information

The University of Rhode Island offers 92 undergraduate majors with more than 125 distinct degree options, and 122 minors through eight degree-granting colleges. Just last year alone, URI awarded 3,343 undergraduate degrees, 116 Pharm. D. degrees, 528 master's degrees and 140 doctorates. Recent academic developments of significance at the University of Rhode Island include:

- The Academic Health Collaborative (AHC), which bridges the College of Health Sciences, the College of Nursing, and the College of Pharmacy all under a coordinating dean, was created to join students, faculty, clinicians, and researchers engaged in interdisciplinary work in health sciences.
- The George & Anne Ryan Institute for Neuroscience is a recently established research and discovery center based at the University with partners at universities, clinical centers, community organizations, and companies across the state. The Institute is dedicated to finding treatments and cures for neurodegenerative diseases. It reports directly to the Provost.
- The Rhode Island Nursing Education Center opened in 2017 as a technologically advanced shared facility with Rhode Island College and is in close proximity to the state's major hospitals and Brown University's Warren Alpert Medical School.
- New undergraduate majors, including Criminology and Criminal Justice, Data Science, Sustainable Agriculture and Food Systems, and Health Studies, have been recently added, along with minors in Restoration Science and Management, Environmental Engineering, and Engineering Entrepreneurship. The Health Studies interdisciplinary major has experienced tremendous growth since its inception in 2012, with 350 majors today.
- New graduate degree programs introduced include a Professional Science Masters (P.S.M.) in Cyber Security, an online M.S. in Dietetics, an M.S. in Medical Physics, an M.S. and Ph.D. in Interdisciplinary Neurosciences; and a Doctorate in Nursing Practice (D.N.P).
- Several online programs have been created during the past several years: RN to BS program in nursing, designed specifically for registered nurses who currently hold an associate's degree or diploma in nursing and wish to complete their baccalaureate degree; and the M.S. in Dietetics program for students currently completing ACEND-accredited dietetic internship programs, and/or registered dietitians who have completed an ACEND-accredited dietetic internship program within the past seven years.
- The University also offers online master's degrees in Cyber Security and Teaching English to Speakers of Other Languages (TESOL). Graduate certificates in Cyber Security and Digital Forensics are also offered completely online, and 50% of the requirements for a graduate certificate in digital literacy are offered online.

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