University of California, Riverside

Request for Qualifications (RFQ)
for Developer and Project Oversight and Management
Staff Augmentation Services
for a Public-Private Partnership (“P3”) Project:

UCR HEALTH OUTPATIENT PAVILION
(“OUTPATIENT PAVILION” OR “PROJECT”)

Advertisement Date: October 27, 2017 – November 10, 2017
Document Issue Date: October 27, 2017
Optional meeting for Respondents: November 3, 2017 10:00 AM
Notice of Intent due: November 6, 2017
Last day for Questions: November 6, 2017
Response Submittal Due by: November 13, 2017, 12:00 PM
# Table of Contents

I. PROJECT INFORMATION AND REQUIREMENTS ................................................................. 1  
   A. Introduction .................................................................................................................. 1  
   B. Campus Background ...................................................................................................... 1  
   C. Project Description ........................................................................................................ 2  
   D. Scope of Services ........................................................................................................... 3  
   E. Desired Experience ......................................................................................................... 5  
   F. Contract Requirements .................................................................................................. 7  

II. RFQ SUBMITTAL PROCESS .......................................................................................... 8  

III. SELECTION PROCESS ................................................................................................ 9  

IV. EXPERIENCE SUBMITTAL CONTENTS ........................................................................ 10  
   A. Cover Letter .................................................................................................................. 10  
   B. Organizational Roles and Responsibilities ...................................................................... 10  
   C. Consultant Team Qualifications .................................................................................... 10  
   D. Project Understanding and Approach ........................................................................... 11  
   E. Client References ............................................................................................................ 11  
   F. Litigation History ........................................................................................................... 11  
   G. Financial and Business Relationships ........................................................................... 12  

V. SELECTION CRITERIA AND SCORING ....................................................................... 12  
   A. Consultant Qualifications .............................................................................................. 12  
   B. Team Member Experience ............................................................................................. 12  
   C. Approach and Understanding of Project and the Scope of Services ................................. 13  
   D. Financial and Business Relationships ............................................................................ 13  
   E. References ..................................................................................................................... 13  

VI. ATTACHMENTS ................................................................................................................ 14  
     ATTACHMENT 1 – PROJECT SITE MAP ....................................................................... 15  
     ATTACHMENT 2 – FORM OF CONFLICT OF INTEREST AGREEMENT AND DISCLOSURE STATEMENT (includes Schedule 1 - Short List of Potential Developers) .............................. 16  
     ATTACHMENT 3 - RFQ QUESTIONNAIRE & SUBMITTAL FORM ................................. 17
I. PROJECT INFORMATION AND REQUIREMENTS

A. Introduction

The University of California, Riverside (“UCR”, “UC Riverside” or “University”), through its Real Estate Services (“RES”) unit within the Capital Asset Strategies Department (“CAS”) in collaboration with the Architects and Engineers department (“A&E”), currently is mobilizing to implement several projects using the public-private partnership (“P3”) project delivery model. At this time, UCR desires to retain various project-related services through a consultant as an augmentation of UCR staff assigned to support the P3 development of the UCR Health Outpatient Pavilion Project.

UCR has undergone a Request for Qualifications (RFQ) and a Request for Additional Information (RFAI) process and has short-listed three (3) potential developers (“Developers”) to undertake development, financing, design, construction, ownership, operations, maintenance, and management of a medical office building, potentially including ambulatory care, retail pharmaceutical services, and other related healthcare facilities, improvements and services on land owned by the University. Additional details are described in the forthcoming Request for Offers (“RFO”).

B. Campus Background

UC Riverside is one of 10 universities within the prestigious University of California (“UC”) system, and the only UC campus, as well as the only public research university, located in inland, Southern California. For an overview of UC Riverside, please refer to the Campus homepage at: http://www.ucr.edu/.

The campus is in the midst of substantial growth, with new and remodeled facilities coming on-line on a regular basis. Widely recognized as one of the most ethnically diverse and innovative research universities in the nation, UCR currently hosts approximately 23,000 students (as of Fall 2016), a population that is expected to grow to approximately 25,000 by 2020, and possibly 27,000 soon thereafter. UCR currently employs approximately 1,100 instructional faculty. In addition, UCR is implementing the UC Riverside Strategic Plan, which includes enlarging the faculty and the campus research profile. UCR also employs another 5,200 staff members, for a current total of approximately 6,300 faculty and staff members (not including student staff appointments).

The 1,127-acre UCR campus is located three miles east of downtown Riverside and is bisected by a freeway, consisting of the joint alignment of Interstate 215 (“I-215”) and State Route 60 (“SR-60”), also jointly denoted as “I-215/SR-60”. The 616 acres east of the freeway include most of the existing campus facilities; the 511 acres west of the freeway include agriculture research fields and support facilities, a large parking lot, administrative facilities, and University Extension. The physical setting of UC Riverside, at the base of the Box Springs Mountains, is an integral part of the educational experience for all those who come to live, learn, and work on campus. This relationship is vital to its students, faculty, and staff, as the campus is a living laboratory for the exploration of issues critical to growing communities – air, water, energy, transportation, politics, the arts, history, culture and healthcare. Please refer to the UC Riverside Campus map at https://campusmap.ucr.edu/ and the Project Site Map at Attachment 1.

The University is its own enforcement agency for all code requirements except for certain requirements of the fire code, access compliance with respect to state funded projects, and certain medical facilities. For these code requirements, University projects are subject to plan approval and enforcement authority by three state agencies: Office of the State Fire Marshal (“SFM”), Division of the State Architect/Access compliance (“DSA-AC”), and Office of Statewide Health Planning and Development (“OSHPD”), in addition to University review by the Delegated Campus Building Official.
C. UCR Health Outpatient Pavilion Project Description

UCR is currently in a Request for Offer (“RFO”) selection process with three (3) short-listed developer teams to address the need to expand the School of Medicine’s (“SOM”) clinical enterprise (“UCR Health”) and develop a new facility for the Student Health and Counseling Center by developing a 4.8-acre site on the West Campus. This planned project is identified in the 2016 Physical Master Plan study as the “Outpatient Pavilion” (http://cpp.ucr.edu/masterplan_study/).

The proposed UCR Health Outpatient Pavilion (“Project”) is expected to encompass approximately 155,000 gross square feet (“GSF”) in a multi-story complex, based on UCR’s near-term needs, anticipated future growth, expected demand for pharmacy and other on-site retail and dining services, and potential capacity of the site. The final size of the facility will be determined through the selection process based on the site’s capacity, the Developers’ offers, the University’s future space needs, and other factors. The University will also require parking sufficient to meet the Project and University needs.

The facility will house, at a minimum, the Student Health and Counseling Center (~35,000 GSF) and various UCR Health community outpatient clinics (~112,000 GSF), and the balance of space provided as specified in the table below. A minor amount of additional space may be leased within the building to other tenants with complementary programs. As its needs evolve, the University could likewise occupy additional space in the facility, over time. Additional details may be found in the University’s Basis of Design (“BOD”) for the Project (available upon request).

Below are the key programmatic elements of the Project and their respective estimated minimum space needs in GSF. These requirements may change in the event that there are alternative approaches proposed in the successful Developer’s Offer.

<table>
<thead>
<tr>
<th>Space Program</th>
<th>Gross Square Feet (GSF) - Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCR Student Health &amp; Counseling Center</td>
<td>35,000</td>
</tr>
<tr>
<td>UCR Health (SOM Clinical Enterprise)</td>
<td>112,000</td>
</tr>
<tr>
<td>Other Uses (e.g. pharmacy, dining &amp; other retail)</td>
<td>8,000</td>
</tr>
<tr>
<td><strong>Total Building Size</strong></td>
<td><strong>155,000</strong></td>
</tr>
</tbody>
</table>
It is anticipated the preferred developer will be selected in January 2018 and key business terms will be approved by the UC Regents by early 2018. An overview of the Developer selection process for the Project is as follows:

1. The Request for Offer (“RFO”) for the Project will be released on October 30, 2017, to a shortlist of three (3) developer teams. **RFO links to be issued in an addendum to this RFQ.**
2. The campus will host two (2) charrette meetings with each of the three (3) short-listed developer teams. The first will occur on November 8-16, 2017, and the second will occur between December 4-13, 2017.
3. Final developer selection will occur in early January 2018.

For more information, please see our website: [http://res.ucr.edu/outpatient_pavilion.html](http://res.ucr.edu/outpatient_pavilion.html)

The short-listed developer teams and their respective supporting team members are shown in **Attachment 2: Form of Conflict of Interest Agreement and Disclosure Statement – Schedule 1. Short Listed Developer Teams.** The selected Consultant must not have material conflicts of interest due to financial and/or other business relationships with members of these short-listed teams.

Detailed information, such as pending performance specifications and other project-related materials, will be provided to the Consultant team selected to provide services for the Project. In the meantime, background information about the Project can be provided upon request.

Entitlement and environmental studies for the project are to begin immediately upon developer selection. The Project is envisioned to be delivered in one phase, with construction estimated to commence in late Fall of 2018 or early Winter 2018, with delivery by June-August 2020.

**D. Scope of Services**

UCR desires to retain a Consultant Team (“Consultant”) who will provide services to the University on an as-needed, hourly basis to perform functions customary to an Owner’s/University’s Representative and Project Manager for a P3 project. Services provided by the Consultant are “at will” for the Project and will be at the sole discretion of the University, authorized in phases.

The Consultant must thoroughly understand the fundamental roles, relationships and transference of risk between the third party developer and the University, as well as for a qualified non-profit entity (all entities referred to as “Parties”) if a tax-exempt bond financing structure is utilized in financing the Project. Furthermore, the University will be drawing on the Consultant’s knowledge and experience to best advise the University in the drafting and negotiating of the Project’s transaction documents (e.g., development agreement, ground lease, guaranty, construction rider, etc.) with the selected developer and/or non-profit entity. In addition to understanding the fundamental structure of a P3 transaction the Consultant will be responsible for facilitating and overseeing the adherence of all Parties to the terms and conditions stated in the Project’s transaction documents.

Consultant must have expertise in, and the ability to assign personnel and to hire sub-consultants (if needed) to assist CAS with the oversight and direction of UCR’s team, to provide P3 Developer and Project Oversight and related staff augmentation for the following services and areas, including but not limited to:

- **Review/Monitoring of Transaction Documents** – Includes agreements that are customary for a P3 project under the following financing scenarios:
• **Developer and Project Oversight/Management** – To facilitate and oversee adherence of all Parties to the Project’s agreed and executed transaction documents, as well as to oversee and monitor the P3 Developer’s performance of its obligations to deliver the Project as agreed to in the transaction documents, as well as performance on time and on budget.

• **Code Compliance** – The University is the Authority Having Jurisdiction (“AHJ”) and the Consultant will need to provide oversight that the Project Developer is properly coordinating with the Campus Building Official (“CBO”) and Delegated Campus Building Official (“DCBO”) for review and approval of plans, building/facility inspections, all Special Testing, Inspection and Observations in accordance with the California Building Standards Codes, Construction Meetings (as needed), receiving the Notices to Proceed (“NTP”), Certificate of Occupancy (“COO”) and any other related approvals. In addition to coordination with the CBO and DCBO, the Consultant will need to oversee and monitor adherence by the Project Developer to its obligations to properly coordinate with the Designated Campus Fire Marshal (“DCFM”) for fire/life safety review and approval of plans, fire life safety inspections and any other related approvals.

• **Environmental / CEQA Documentation** – Support the UCR team in any CEQA documentation efforts and/or activities for the Project.

• **Architectural Consultation and Peer Review** – Participate with the UCR team in all RFO charrettes and all subsequent design phase activities (Space Programming, Schematic Design through Construction Documents) and internal design charrettes with Developer and/or non-profit leasehold owner.

• **Construction Management** - Typically the P3 developer would be responsible for this role, so the University would draw on the Consultant’s ability to perform this function and/or expertise only if needed.

• **Quality Assurance/Control Oversight** - Typically the P3 Developer would be responsible for this role, so the University would draw on the Consultant’s ability to perform this function and/or expertise only as needed.

• **Technical Analysis and Support** – Provide requested analysis and support, which may include, but not be limited to:
  - Planning, Technical Design & Engineering
  - Civil Engineering
  - Transportation / Parking Analysis
  - Planning Support
  - Peer Review
  - Space Programming for Ambulatory Care Facilities
  - Cost Estimation and Auditing Services
  - Value Engineering
  - Review of Change Orders
The selected Consultant must commit to providing a lead project management professional to direct the Consultant’s team and to be the Consultant’s prime representative to UCR throughout the duration of the contract. *Only firms with established Southern California offices will be considered.*

The following basic staff roles/functions are required to be available as part of the Consultant’s team:

1. Principal / Project Executive (primary contract)
2. Senior Project Manager (primary contact) (Construction/Project Manager with experience and expertise with California’s Office of Statewide Health Planning and Development (OSHPD) approvals process. This position must be filled by a licensed architect or registered engineer.
3. Senior Contract Manager with demonstrated P3 experience
4. Schedule and Cost Analysts
5. Project Admin/Records Management
6. Peer Reviewers, as needed

The Consultant’s team is expected to remain available to the University throughout the pendency of the Project, as requested by the University. The Consultant will be responsible for managing its team and providing adequate staffing levels to perform any of the above-referenced staff augmentation services upon request by the University, to be able to increase or decrease the number of personnel supporting the University staff to address the needs of the projects. In addition, it is expected that the selected Consultant may have one or more sub-consultants on a “bench” from which to draw to perform the scope of services.

The Consultant is expected to have on-site and embedded staff with the Real Estate Services ("RES") team at UCR.

The Consultant will report directly to University staff making recommendations and providing oversight on project development, project management, design, and construction. Additionally, the ideal consultant will have a depth of resources with appropriate levels of experience to be able to augment, bolster, and provide support for UCR’s professional internal Project Management staff, to form a seamless and integrated team.

**E. Desired Experience**

The selected Consultant will successfully demonstrate substantial experience in the following areas:

- Project management experience with a similar building typology
- Project management of complex higher education facilities, including experience within the University of California system
- Experience managing, administrating, and analyzing project budgets, estimates, schedules, phasing and scope through the various contracts necessary to complete the project
- Alternative project delivery, including public-private partnership (P3) and Design-Build, as well as providing similar services on a UC campus
- Demonstrated experience with complex transaction documents (e.g., ground lease, development agreement, guaranty, construction rider, etc.) typical with a university P3 project
- Demonstrated experience with P3 developer and project oversight and management duties
- Multiple projects having construction cost greater than $75,000,000; on-going, completed or both with completed being preferred (between 3 to 5 projects in the last 7 years)
• Preparation of project/program documents, developing and articulating project design and performance criteria, and establishing clear goals and documentation for a P3 project delivery
• Sector-specific experience (e.g., OSHPD, parking, retail, general practice, specialty practices, imaging, Ambulatory Surgery Centers, medical labs, pharmacies, etc.)
• Ability to assist in audit life cycle cost analyses
• Short-term and long-term project planning
• Cost estimating
• Value Engineering
• Project Cost Budgeting
• Proven ability to review, assess and maintain project schedule
• Code Compliance Review
• Peer review of design documents (architectural and engineering design documents)
• Familiarity with:
  o California Public Contracts Code
  o UC Policies related to development and construction
  o University of California (UC) contracts
  o UC project approval process and other UC requirements
  o ADA compliance requirements
  o California Environmental Quality Act (CEQA) as applicable to the development of large-scale capital improvement projects
  o California Building Standards Codes
F. Contract Requirements

1. All consulting services to be provided by the consultant shall be in accordance with the approved University Contract Document in the form of the University Standard Form of Professional Services Agreement (“PSA”).

   a. Note any exceptions to the attached PSA that would prevent your firm from executing the Agreement in your response. We cannot accept any request to include language to modify liability with regards to insurance and/or modify the indemnification clauses.

2. University requires evidence of insurance coverage: general liability, automobile liability, and worker’s compensation. If consultant does not currently have coverage in accordance with University requirements, listed below, documentation shall be submitted indicating that such coverage will be in place prior to execution of the Consultant Agreement. See also Attachment 3 to this RFQ, which must be completed and submitted with the Response.

<table>
<thead>
<tr>
<th>Commercial Form General Liability Insurance* - Limits of Liability</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Occurrence-Combined Single Limit for Bodily Injury &amp; Property Damage</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Products - Completed Operations Aggregate</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Personal and Advertising Injury</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>General Aggregate</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Automobile Liability Insurance* - Limits of Liability</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Accident - Combined Single Limit for Bodily Injury and Property Damage</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workers’ Compensation and Employer’s Liability**</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers’ Compensation:</td>
<td>(as required by Federal and State of California law)</td>
</tr>
<tr>
<td>Employer’s Liability:</td>
<td></td>
</tr>
<tr>
<td>Each Employee</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Each Accident</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Each Policy</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional Liability Insurance* – Limits of Liability</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Occurrence</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>General Aggregate</td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

   *This insurance must be (i) issued by companies with a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody’s) or (ii) guaranteed, under terms consented to by the University (such consent to not be unreasonably withheld), by companies with a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody’s). Further, the deductible, or retained limit, for each coverage shall not be more than $100,000.

   **This insurance must be issued by companies (i) that have a Best rating of B+ or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody’s); or (ii) that are acceptable to the University.

II. RFQ SUBMITTAL PROCESS

In accordance with established University procedures, UC Riverside will review all submittals in response to the RFQ and will select the most qualified firm.

A. RFQ Schedule

The anticipated schedule for the RFQ process is below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Schedule*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release of RFQ</td>
<td>October 27, 2017</td>
</tr>
<tr>
<td>Optional meeting for Questions from Respondents**</td>
<td>November 3, 2017</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>November 6, 2017</td>
</tr>
<tr>
<td>UCR answers to questions received by Deadline</td>
<td>November 8, 2017</td>
</tr>
<tr>
<td>Deadline for Responses to RFQ</td>
<td>November 10, 2017, 12:00 PM (Pacific time)</td>
</tr>
<tr>
<td>Respondent Interviews (if needed, at UCR option)</td>
<td>November 2017</td>
</tr>
<tr>
<td>Selection and Award</td>
<td>December 2017</td>
</tr>
</tbody>
</table>

* The University may update and revise the above-scheduled dates at its sole discretion.

** Optional meeting location for respondents: 1223 University Avenue, Suite 210-16, Riverside, CA 92521

B. Instructions

The complete RFQ packet is available (in electronic format only) on the date listed above; Interested parties may download it directly from: http://ae.ucr.edu/business/consultants.html.

Questions may be addressed by email to Thomas Toepfer at thomas.toepfer@ucr.edu. The last day to submit questions is November 6, 2017, 12:00 PM Pacific time. It is the University’s intent to answer questions received by this deadline on or before November 8, 2017, in an Addendum. The Addendum will be posted on our website and sent to those firms who have given their Notice of Intent.

Responses to the RFQ must be received on or before 12:00 PM, on Friday, November 10, 2017.

Responses must be submitted by one (1) hardcopy and on two (2) flash drives, in PDF format to the addressee below. All material submitted becomes the property of UCR and will not be returned to responding Consultant. Email, fax or telephonic submissions will not be accepted. EMAIL SUBMISSIONS AND LATE SUBMISSIONS, FOR ANY REASON, WILL NOT BE ACCEPTED. Address Responses to:

Raoul Amescua, Executive Director, Real Estate  
Attn: Contracts Administration, Nelly Zaki*  
UNIVERSITY OF CALIFORNIA, RIVERSIDE  
1223 University Avenue, Suite 240  
Riverside, CA 92507

*Include “RFQ for Project Management and Owner’s Representative Staff Augmentation for the UCR Health Outpatient Pavilion Project” on the outside of your envelope

A map of the Campus is available at: http://www.parking.ucr.edu/services/Inside.pdf.
III. **SELECTION PROCESS**

In accordance with established University procedures, UC Riverside will review all Responses and will select the most qualified Consultant for the services, taking into consideration the Desired Experience section described in Section I, part E, and the Selection Criteria and Scoring described in Section V, below.

**A. Selection**

The selection process will proceed as follows:

1. The University Screening Committee will evaluate each RFQ Submittal and will rank the prospective firms based on the criteria provided in this RFQ.

2. The highest ranked firms will be recommended to the Selection Committee. The Selection Committee will review the finalists and make a recommended selection for review and approval.

3. After review of the submittals the University may or may not schedule interviews or request detailed proposals from one (or more) firms prior to making a final selection.

4. If the University receives submissions from fewer than three qualified firms, the University may select from the available qualified firms.

5. The University reserves the option to select no firm and/or to cancel the RFQ should the need arise.

**B. Negotiation and Award of Contract**

1. The University will negotiate a contract with the best ranked qualified firm for services at compensation that the University determines as fair and reasonable.

2. Negotiations shall begin within 5 days after the successful firm has been notified of its selection, unless the written notice provides that additional time is necessary to begin negotiations.

3. The University and firm shall work together to ensure the successful delivery of the requested services in a timely fashion.

4. In the event an impasse is reached in negotiations, the University may terminate negotiations and enter into negotiations with the next qualified firm, in the same manner as prescribed below.

   a. Should the University be unable to negotiate a satisfactory contract with the firm considered to be the most qualified, at a price the University determines to be fair and reasonable, negotiations with that firm shall be formally terminated in writing by the University.

   b. The University shall then undertake negotiations with the second most qualified firm. Failing accord with the second most qualified firm, the University shall terminate negotiations in writing. The University shall then undertake negotiations with the third most qualified firm.
c. Should the University be unable to negotiate a satisfactory contract with any of the selected firms, the University shall select additional firms in order of their competence and qualification and continue negotiations in accordance with these Instructions until an agreement is reached.

d. Upon the completion of negotiations, the University and the firm shall proceed to execute a contract. The University shall provide the firm the contract within 45 days after the conclusion of negotiations, unless the University notifies the firm that additional time is necessary to complete the contract.

e. If the selected firm fails to execute the contract within 14 days of receipt, the University may formally terminate the negotiations with that firm in writing and undertake negotiations with the second most qualified firm and so on as previously described above.

f. The University reserves the option to select no firm and/or to cancel the RFQ should the need arise.

IV. EXPERIENCE SUBMITTAL CONTENTS

Prospective firm shall submit the following information in the specified order:

A. Cover Letter
Submit a cover letter on company letterhead. This document will serve as the executive summary to convey your Consultant’s qualifications and distinguished accomplishments. Identify the individual UCR should contact for further information or to arrange for an interview, along with their title, address, telephone number, and email address. Please also provide the following information:

a. Number of years in business
b. Number of employees
c. Office that will be assigned

Cover letter shall not exceed two (2) pages.

B. Organizational Roles and Responsibilities
a. Submit an organization chart showing each key person proposed to support this contract, including subconsultant(s), where known.
b. Please provide a supporting narrative describing the roles and responsibilities of each firm and each key person proposed to support this contract.

This Section B shall not exceed 10 pages.

C. Consultant Team Qualifications
a. Submit qualifications that are responsive to the Desired Experience in Section I, part E, above, and to the Selection Criteria in Section V, below.
b. Describe the Team’s, or Team members’ experience in working together on past projects similar to the Primary P3 Projects. Resumes for each team member. Resumes should include:

1. Relevant experience and qualifications, including current and past positions and employers for at least the last 7 years (or since commencing full-time work, if less than 7 years)
2. Education summary listing institutions attended and degrees received
3. Professional licenses, certifications and registrations currently held (and expiration dates, if applicable)
4. Relevant publications, awards, and technical and innovative contributions to the industry

This Section C shall not exceed 10 pages (excluding resumes, which may be placed in an appendix)

D. Project Understanding and Approach
   a. Understanding of scope of services
   b. Proposed approach to the services and projects

This Section D shall not exceed 10 pages.

E. Client References
   a. Provide at least two (2) public agency client references for the lead Consultant and any sub-consultants anticipated to perform 25 percent or more of the services. Provide the name of the client and contact information including their title, organization, location, telephone number, and email address.
   b. Attach a copy of applicable letters of recommendation or client testimonials, if available.

This Section E shall not exceed 10 pages, including any such attachments.

F. Litigation History
List all litigation in the past 10 years including:
   a. Litigation filed by clients against your firm, including relief sought and nature of dispute
   b. Litigation filed by your firm against clients, including relief sought and nature of dispute
   c. The final resolution, including type/amount of relief granted, for each matter (indicate "pending" if not yet resolved)
G. Financial and Business Relationships
List current and recent (within the past 24 months) financial and business relationship with any of the potential developer team members listed in Schedule 1 of the Form of Conflict of Interest Agreement and Disclosure Statement provided in Attachment 2. As described in Project Description, in Section I, part C of this RFQ, the selected Consultant must not have material conflicts of interest due to financial and/or other business relationships with members of these short-listed teams.

Respondents do not need to complete the form of agreement in Attachment 2 at this time. However, the response to this section of the RFQ should include the same types of financial and business relationships that would be subject to disclosure and mitigation through such agreement upon selection.

The University reserves the right to request additional information regarding the response to this section prior to making its selection of a Consultant pursuant to this RFQ.

Details in response to this requirement deemed by respondent to be proprietary and confidential may be marked as such and submitted separately, along with and by the same process and due dates noted previously.

V. SELECTION CRITERIA AND SCORING

The Responses and Interviews will be evaluated based on the following criteria:

A. Consultant Qualifications
a. Team structure and qualifications of assigned key personnel
b. Demonstrated competency of Consultant and any identified sub-consultants to perform the services outlined in “Scope of Services,” in Section I, part D of this RFQ. Factors considered may include, but not be limited to:
   1. Track record of providing similar services to higher education institutions
   2. Track record of providing similar services to UC Riverside and/or other UC campuses

B. Team Member Experience
a. Direct experience of the proposed team members, from the lead project manager to administrators, in the areas of Service and Desired Experience (as referenced in Section 1 Part E) outlined in this RFQ. Factors considered may include, but not be limited to:
   1. Experience working with higher education institutions on similar projects
   2. Experience working with UC Riverside and/or other UC campuses on similar engagements
   3. Sector-specific experience (e.g., student housing, dining, recreation, parking, etc.)
C. Approach and Understanding of Project and the Scope of Services

a. Clarity and completeness of explanation of how the Consultant Team will perform the services, individually and comprehensively. Factors considered may include, but not be limited to:

1. Approach to providing the diversity of desired services
2. Approach to being flexible and responsive to evolving expertise needs
3. Approach to working with multiple team members, including University staff and various Consultants
4. Project understanding and integrating the scope of work for the project

b. Understanding of applicable State of California and UC policies and processes for similar projects, including, but not limited to, CEQA, sustainability, Access/ADA, fire, life-safety, and seismic.

D. Financial and Business Relationships

a. Ability to provide independent advice to University, without conflicts of interest due to material financial and business relationships with potential developer team members for this P3 Project. Factors considered may include, but are not limited to:

1. Extent, timing, and duration of financial and business relationships disclosed, including clarity and completeness of such disclosures
2. Roles of proposed key personnel, if any, in current or recent financial and business relationships
3. Ability to manage and/or mitigate any existing or potential conflicts of interest

Consultants having a conflict or conflicts that the University determines, at its sole discretion, cannot be reasonably mitigated, may be eliminated from further consideration.

E. References

a. Confirmation by references of assigned personnel, nature of work, responsibilities, outcomes, and client satisfaction.

Scoring Method

<table>
<thead>
<tr>
<th>Criteria Category</th>
<th>Rating Range</th>
<th>Weight</th>
<th>Max Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant Qualifications</td>
<td>1-10</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>Team Member Experience</td>
<td>1-10</td>
<td>6</td>
<td>60</td>
</tr>
<tr>
<td>Approach and Understanding of the Scope of Services</td>
<td>1-10</td>
<td>6</td>
<td>60</td>
</tr>
<tr>
<td>References</td>
<td>1-10</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>4 - 40</td>
<td>NA</td>
<td>200</td>
</tr>
</tbody>
</table>
VI. ATTACHMENTS
ATTACHMENT 1 – PROJECT SITE MAP

Aerial View (Pre-Demolition)
Confidential

University of California, Riverside
UCR Outpatient Pavilion Project – Staff Augmentation Services

Participant Name: ________________________________

Conflict of Interest Agreement

I, ________________________________, hereby agree as follows: I have disclosed any potential conflicts of interest on the attached Disclosure Statement, or alternatively, I hereby certify that to the best of my knowledge, I do not have a conflict of interest, either real or apparent, as a result of a direct or indirect financial interest on my part nor of my employer, in any firm under consideration for the development of the UCR Outpatient Pavilion Project (the “Project”). I have reviewed Schedule 1 to the Disclosure Statement for the list of such firms. I agree not to solicit or accept gratuities, unwarranted privileges or exemptions, favors or anything of value from any firm under consideration for the Project, and I recognize that doing so may be contrary to statutes, ordinances and rules governing or applicable to the University of California or otherwise may be a violation of the law.

☐ No Disclosure Statement Required

☐ See Attached Disclosure Statement

Signature ________________________________ Date ________________________________

Printed Name ________________________________

Printed Title ________________________________

Representing ________________________________
Disclosure Statement

This Disclosure Statement outlines potential conflicts of interest, either real or apparent, as a result of a direct or indirect financial interest on my part or that of any member of my immediate family, or of my employer, partner(s), or joint venture members, in any firm under consideration for the UCR Outpatient Pavilion Project (the “Project”). See Schedule 1 to this Disclosure Statement for the list of such firms. Section I of this Disclosure Statement describes the potential conflicts of interest. Section II of this Disclosure Statement describes the plan for managing the potential conflicts (“management plan”) of interest as described in Section I of this form.

Section I: Description of Potential Conflicts of Interest

Section I of this Disclosure Statement describes the potential conflicts of interest. Attach additional pages as necessary.
Section II: Management Plan

Section II of this Disclosure Statement describes the management of potential conflicts described in Section I. Attach additional pages as necessary.
University of California, Riverside
UCR Outpatient Pavilion Project – Staff Augmentation Services

Participant Name: __________________________

I acknowledge that the University may require revisions to the management plan described in Section II prior to approval and that the University has the right in its sole discretion, to limit or prohibit my involvement in the Project, including but not limited to the review of work performed and deliverables provided by a firm listed in Section 1 of this form, as a result of the potential conflicts of interest described in Section 1 of this form.

__________________________________________  ________________
Signature                                      Date

__________________________________________
Printed Name

__________________________________________
Printed Title

Representing

☐ Approved
☐ Denied

By the University of California, Riverside

__________________________________________  ________________
Signature                                      Date

__________________________________________
Printed Name

__________________________________________
Printed Title
Participant Name: ____________________________

<table>
<thead>
<tr>
<th>UCR HEALTH OUTPATIENT PAVILION PROJECT</th>
<th>Schedule 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHORT-LISTED DEVELOPERS AND TEAM MEMBERS</td>
<td>As of October 27, 2017</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Respondent Name</th>
<th>Lead Contact Firm</th>
<th>Role</th>
<th>Other Identified Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge</td>
<td>Cambridge Health Care Management Corp.</td>
<td>Developer, Owner, Manager</td>
<td></td>
</tr>
<tr>
<td>Pacific Medical Buildings (PMB)</td>
<td>PMB LLC</td>
<td>Developer, Owner, Manager</td>
<td></td>
</tr>
<tr>
<td>Hammes-Jacobs-Perkins Team</td>
<td>Hammes Company</td>
<td>Developer, Owner, Manager</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Architect / Design / Planning</th>
<th>Other Technical 1</th>
<th>Other Technical 2</th>
<th>Construction / GC</th>
<th>Equity / Financial Support 1</th>
<th>Equity / Financial Support 2</th>
<th>Property Mgt / Operations (if not above)</th>
<th>Other Specialty (Leasing, Retail, HC Strategy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HKS Architects</td>
<td>HKS Knox Advisors (Progr., Plng)</td>
<td>Raimi + Associates (Sustainability)</td>
<td>Austin Commercial (GC)</td>
<td>Welltower (Capital Partner)</td>
<td>(See CHCM, above)</td>
<td>Bomel Construction Co (Parking Structure Architect)</td>
<td></td>
</tr>
<tr>
<td>SmithGroup JR (Arch, Design, Progr.)</td>
<td>Psomas (civil engineering)</td>
<td>PMB Real Estate Services, LLC</td>
<td>Hansel-Pheps (GC)</td>
<td>PMB (internal capital)</td>
<td>PMB Real Estate Services, LLC</td>
<td>IPD (Parking Structure Architect)</td>
<td></td>
</tr>
<tr>
<td>Perkins Eastman (Arch)</td>
<td>Jacobs (constr mgt)</td>
<td>N.A. (GC team member is TBD)</td>
<td>Hammes Partners (Owner, Fin. Mgt)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Firms are listed in random order*
| SUBMIT ONE HARD COPY & TWO ELECTRONIC FILES ON TRANSFERABLE MEDIA NO LATER THAN THE RFQ DEADLINE. |
Each prospective firm must answer all of the following questions and provide all requested information.

All information submitted for prequalification evaluation in response to Section 2, if applicable, and marked as “confidential” will be considered official information acquired in confidence, and the University of California will maintain its confidentiality unless (1) the University determines that it is required to release the information to a third party pursuant to the requirements of the California Public Records Act or (2) the University is required by court order to release the information to a third party pursuant to the requirements of the California Public Records Act. In the event that the University receives a request pursuant to the California Public Records Act and the University determines that it is required to disclose information marked “confidential” by the provisions of the California Public Records Act, the University will notify the prospective firm of the pending disclosure at least 72 hours prior to such disclosure so that the prospective firm may seek a restraining order in advance of such disclosure. The University shall err on the side of transparency and will generally treat information provided by the prospective firm that is not marked “confidential” as subject to disclosure pursuant to the California Public Records Act. Likewise, any decision by the University that any document is subject to disclosure pursuant to the California Public Records Act shall not prevent the University from making a subsequent determination that any document is not subject to disclosure pursuant to the California Public Records Act.

All other information submitted for evaluation will be considered official information acquired in confidence, and the University will maintain its confidentiality to the extent permitted by law.
1. SURVEY (Information Only) How did you hear about this RFQ?

☐ UCR Website
☐ Other:

2. INSURER (Pass/Fail Section) Failure to provide the required information or check boxes marked as “Pass” will result in the rejection of submitting entity from this Qualification.

Prospective firm shall obtain and submit the Insurance Declaration in the form shown below, or submit a sample certificate of insurance form from its insurer, or submit a letter that declares the same as the Insurance Declaration, signed by an authorized representative of its insurer on the representative’s or insurer’s letterhead. (If more than one insurer or insurance representative, submit a completed form or sample certificate of insurance form or letter for each).

2.1 Is the firm able to obtain insurance in the following limits for the required coverages?

YES (PASS) ☐  NO (FAIL) ☐

<table>
<thead>
<tr>
<th>Insurance Type</th>
<th>Limits of Liability</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Form General Liability Insurance* - Limits of Liability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each Occurrence - Combined Single Limit for Bodily Injury and Property Damage</td>
<td></td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Products - Completed Operations Aggregate</td>
<td></td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Personal and Advertising Injury</td>
<td></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>General Aggregate</td>
<td></td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Business Automobile Liability Insurance* - Limits of Liability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each Accident - Combined Single Limit for Bodily Injury and Property Damage</td>
<td></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Workers’ Compensation and Employer’s Liability**</td>
<td></td>
<td>Minimum Requirement</td>
</tr>
<tr>
<td>Workers’ Compensation:</td>
<td>(as required by Federal and State of California law)</td>
<td></td>
</tr>
<tr>
<td>Employer’s Liability:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each Employee</td>
<td></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Each Accident</td>
<td></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Each Policy</td>
<td></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Professional Liability Insurance* – Limits of Liability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each Occurrence</td>
<td></td>
<td>$5,000,000</td>
</tr>
<tr>
<td>General Aggregate</td>
<td></td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

*This insurance must be (i) issued by companies with a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody's) or (ii) guaranteed, under terms consented to by the University (such consent to not be unreasonably withheld), by companies with a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody's). Further, the deductible, or retained limit, for each coverage shall not be more than $100,000.

**This insurance must be issued by companies (i) that have a Best rating of B+ or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody’s); or (ii) that are acceptable to the University.
2.2 Insurance Declaration:
PROVIDE THIS DECLARATION TO YOUR INSURANCE CARRIER FOR COMPLETION AND HAVE YOUR CARRIER RETURN THE COMPLETED DECLARATION TO YOU. THE PROSPECTIVE FIRM MUST SUBMIT THIS DECLARATION TO UNIVERSITY. DO NOT HAVE YOUR CARRIER SUBMIT THIS DECLARATION DIRECTLY TO THE UNIVERSITY

The undersigned declares under penalty of perjury that the below named insurer is currently willing to provide the insurance listed above in Section 3.A. of this RFQ/RFP Qualification submittal

________________________________________________________________________
(Name of Prospective Firm)

and that this Declaration was executed in

________________________________________________________________________
(Name of City if within a City, otherwise Name of County)
(State)

on _______________.
(Data)

________________________________________________________________________
(Signature)

________________________________________________________________________
(Name &Title)

________________________________________________________________________
(Insurer Name)

________________________________________________________________________
(Street Address)

________________________________________________________________________
(City, State & Zip Code)

________________________________________________________________________
(Telephone Number)  ______________________________________________________________________
(Facsimile Number)  ______________________________________________________________________

________________________________________________________________________
(Mobile Number)  ______________________________________________________________________
(Email)  ______________________________________________________________________
3. Declaration

I, ________________________________, hereby declare that I am the ________________________________, of ________________________________, submitting this Qualification Submittal; that I am duly authorized to sign this Qualification Submittal on behalf of the above named company; and that all information set forth in this Qualification Submittal and all attachments hereto are, to the best of my knowledge, true, accurate, and complete as of its submission date.

I declare, under penalty of perjury, that the foregoing is true and correct and that this Declaration was executed in:

______________________________, in the State of ________________________________,

on ________________________________,

________________________________________

(Name of City if within a City, otherwise Name of County) (State) (Date) (Signature)