

## **Request for Proposals (RFP)**



University of California, Riverside – School of Medicine

Clinical Strategic Business Plan

for

UCR Health Outpatient Pavilion Project

uBuy Project Number:  
RFx-FY2017-483-UCR-Health-Plan

September 22, 2016

Request for Proposals Issued: September 22, 2016

Deadline for Responses: October 11, 2016 3:00 pm Pacific Time

## REQUEST FOR PROPOSALS

### Clinical Strategic Business Plan for UCR Health Outpatient Pavilion

#### Introduction / Objective

The University of California, Riverside (“UCR”) invites the submission of proposals from qualified consultants to develop a strategic / business plan for the University of California, Riverside School of Medicine (“SOM”), regarding the establishment, development, and growth of community-based clinical service lines to be located at the future UCR Health Outpatient Pavilion (“Clinical Strategic Plan”). The selected consultant will work closely with SOM leadership to identify the UCR Health clinical service lines that are needed and are financially sustainable, and define specific service line space needs appropriate for this location. The selected consultant also will evaluate other compatible services that may be best provided by strategic partners and/or third party providers to support the success of the UCR Health Outpatient Pavilion project and the UCR Health Clinical enterprise. A preliminary draft outline for the Clinical Strategic Plan is presented in **Attachment A**.

#### Background

The 1,125-acre UCR campus is located three miles east of downtown Riverside and is bisected by the Interstate 215 (“I-215”) and State Route 60 (“SR-60”) freeways. The 602 acres east of the freeway include the undergraduate academic core and most of the existing campus facilities. The 523 acres west of the freeway includes agriculture research fields and support facilities, a large parking lot, the anticipated site of the future UCR Health Outpatient Pavilion (formerly utilized for administrative facilities), the University Extension (“UNEX”) facility, and International Village student housing. UCR current enrollment is approximately 22,000 students (headcount), which is anticipated to grow to 25,000 by 2020, and possibly to 30,000 by 2025.

#### Project Description for UCR Health Outpatient Pavilion

For the purposes of context, the proposed UCR Health Outpatient Pavilion (“Project”) is envisioned to be located near the intersection of University Avenue and Iowa Avenue, west of Interstate 215 (“I-215”) and State Route 60 (“SR-60”) on a 3.6-acre to 4.8-acre site bordered by University Avenue to the north, and Everton Place to the south.

The primary parcel is located at 1150 University Avenue, between the intersection of Iowa Street and the I-215 off ramp at the University Avenue exit. It is directly across the street from University Village, a mixed-use commercial development with restaurants, entertainment, and retail stores. This site is close enough to the University to encourage pedestrian and bicycle traffic, and its adjacency to I-215 should make it attractive to retail and office users. The primary parcel is an irregular quadrilateral consisting of approximately 3.6 acres. The longest edge spans 600 feet

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north-south on its western boundary while its eastern boundary runs 490 feet along the Gage Canal. The majority of the vertical improvements on the site currently are due for demolition by the University before the time of construction of the UCR Health Outpatient Pavilion. The University anticipates removing underground utilities within the limit lines of the existing building footprints only, but is not removing other existing utilities, paving, parking spaces and curbs beyond those limit lines. For reference, please see the site map in **Attachment B**.

The Project is expected to encompass a minimum of 250,000 gross square feet (“GSF”) in a multi-story complex, based on UCR’s near-term needs, anticipated future growth, expected demand from other tenants, and potential capacity of the site. The University would prefer development of a 300,000 GSF facility or larger on the proposed site, if practical. The final size of the facility will be determined through the selection process based on the site capacity, the Developers’ offers, the University’s future space needs, and other factors.

The UCR Capital Asset Strategies (“CAS”) department has issued a request for qualifications (“RFQ”) for a private Developer for the facility. For your reference, the RFQ is available at: [http://cpp.ucr.edu/rfp\\_rfq.html](http://cpp.ucr.edu/rfp_rfq.html).

UCR expects to obtain important synergies for outpatient services, related ancillary support health services, and student health services by combining these clinic functions in a single facility. UCR envisions additional third-party tenants recruited by the Developer for other space in the building, which may include such functions as a pharmacy, imaging center, laboratory, surgery center, dental practices, and commercial/retail functions compatible with medical office uses. UCR also expects the Developer to include appropriate building support spaces, such as a mail room, loading/delivery docks, shared-use conference rooms, and lobby-level reception/security areas, etc., consistent with high-quality medical office buildings in the region. The building also must facilitate access by ambulance.

The Project will be subject to University requirements for sustainability, seismic, fire, and life safety standards, and other standards applicable to medical office and outpatient clinic facilities of this type. The facility would be operated by the Developer over the term of a Ground Lease for the Project.

### **Available Background Documents**

Background documents available to Respondents include the following:

- Request for Qualifications for Project Developer for UCR Health Outpatient Pavilion Project [http://cpp.ucr.edu/rfp\\_rfq.html](http://cpp.ucr.edu/rfp_rfq.html)
- UCR Health Outpatient Pavilion Industry Outreach Presentation [http://cpp.ucr.edu/industry\\_day\\_presentation\\_2016-04-08\\_final.pdf](http://cpp.ucr.edu/industry_day_presentation_2016-04-08_final.pdf)

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- Physical Master Plan Study [http://cpp.ucr.edu/masterplan\\_study/report.html](http://cpp.ucr.edu/masterplan_study/report.html)
- University of California standard terms and conditions and form of professional services agreement <http://www.ucop.edu/procurement-services/policies-forms/index.html>

If additional documents are desired, contact CAS at [casoutreach@ucr.edu](mailto:casoutreach@ucr.edu) with the request.

### Scope of Services for Clinical Strategic Business Plan

- 1. Mobilization / Data Collection:** Review schedule and deliverables with the Project Management Team (“PMT”), comprised primarily of representatives of CAS and SOM. Provide services that are necessary to complete the identified scope of services including: the number and interval of site visits, stakeholder meetings and interviews, along with any internal SOM data needed to complete scope of services requested, and other applicable requirements and/or techniques. Provide a draft schedule and workplan that is in line with the timelines indicated in the Project RFQ with milestone / deliverable dates identified, and adjust as needed to achieve mutual agreement with the PMT. Maintain and distribute the schedule and workplan, including progress achieved, on at least a monthly basis, to the PMT.
- 2. Facilitate Collaborative Strategic Planning Activities:** Facilitate a series of planning activities, including meetings and/or interviews, as needed, with campus and SOM leadership, including senior clinical faculty and practitioners, and the PMT, to exchange data, input and strategic insights, and to develop consensus on key objectives, parameters, metrics, and assumptions to be incorporated into the strategic planning analysis. These collaborative strategic planning activities must include defining the parameters and metrics to be used, and developing tools so that these can be updated by the campus for ongoing analysis as the Clinical Strategic Plan is implemented and adjusted over time.
- 3. Conduct Strategic Planning, Market/Demand Analysis, and Space Needs Analysis:** Conduct strategic business planning analyses (e.g., market, demand, competitive, institutional, and financial, etc.) of opportunities and challenges for providing out-patient clinical care at the future UCR Health Outpatient Pavilion (“Project”). These analyses must include details that will inform both UCR’s SOM and CAS as to what service lines should be delivered to the Project, what partnerships the SOM could form to bring to the Project, and what other third-party providers could offer complementary clinical and/or non-clinical services at the Project. The results of the strategic business planning analysis will need to be supported by, but not limited to, a detailed market and demand analyses and also will need to provide space and staffing needs analyses, for the purposes of identifying the space needs required by each of the respective service lines anticipated to be located at the Project.

Examples of key considerations for the clinical strategic business plan are as follows:

- a) How the UCR Health clinical enterprise can be competitive in the market (including understanding of opportunities and areas of challenge or unfavorable competitive environment);
- b) How the UCR Health Primary Care service line can be a financially sustainable business unit, including consideration of anticipated support of other higher margin UCR Health services provided at the Project and anticipated evolution in health care delivery strategies;
- c) How can UCR Health create a complementary growth strategy for current and future outpatient clinical service lines to be provided at the Project;
- d) How this Project can assist to capture more market share for UCR Health (i.e. physicians and payer mix);
- e) How this Project can serve as a platform to recruit new clinicians and partners for the SOM and for UCR Health clinical service lines;
- f) Identify right sizing for each specific recommended service line at the Project;
- g) Identify resource requirements for each specific recommended service line at the Project.

The Consultant will develop and deliver financial models that support and continue to build the strategic business plan for the UCR Health clinical enterprise that include key analytics for each specific recommended service line to be provided at the Project. In addition to performing the above analyses necessary to complete the Clinical Strategic Business Plan, the Consultant shall deliver related analytical tools that can be used by the University to track progress of implementation and adjust the Clinical Strategic Business Plan performance metrics over time.

- 4. Prepare Draft:** Prepare a draft of the Clinical Strategic Business Plan and the analytical tools, and review with and accept input from the PMT. This phase also may include presenting key findings and recommendations to UCR leadership at one or more workshops, for which accompanying handouts and/or PowerPoint presentations will need to be prepared, as well.
- 5. Produce Final Report and Analytical Tools:** Prepare the final report, and provide the final analytical tools, consistent with the requirements specified in Deliverables, below.

The selected consultant will be required to produce and provide to the University at each stage of work written, graphic, and digital documentation that clearly presents the issues being addressed at the given stage of the strategic planning process. Campus representatives will be involved in the process, and the consultant will work closely with representatives of the SOM and CAS.

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### **Deliverables**

Each deliverable submittal will contain at least 1 hard copy, and an electronic copy in Adobe Acrobat PDF format and in Microsoft Word or Excel or other mutually-agreed format. All electronic documentation must be consistent with Campus standards. All maps, plans and graphics will be provided in PDF format as well as another format such as AutoCAD 2010, Adobe Photoshop (.PSD), Adobe Illustrator (.AI), etc., with all layers intact.

### **Schedule for Consultant Selection**

- |  |   |
|--|---|
| • Announcement/Release of RFP          | September 22, 2016                        |
| • Proposals Due                        | October 11, 2016, by 3:00 pm Pacific Time |
| • Shortlist Interviews (if applicable) | October 17 - 21, 2016                     |
| • Selection                            | October 24 - 25, 2016                     |
| • Contract and Notice to Proceed       | November 16, 2016                         |

### **Schedule for Work**

The University expects to execute a contract by November 16, 2016. Subject to mutual agreement as to the schedule and workplan, the University desires to obtain the draft Clinical Strategic Plan on or about February 1, 2017. Meetings with the PMT and University stakeholders likely would be held in March 2017, and the Final Report delivered by the Consultant in April 2017.

### **Contracting Terms and Conditions**

The University of California Office of the President has published its standard terms and conditions and form of professional service agreement on the following website:

<http://www.ucop.edu/procurement-services/policies-forms/index.html>

UC Riverside uses these policies and forms as the basis for its professional service contracting. The Respondent must identify any questions, concerns, requested modifications, etc. regarding these anticipated contracting terms and conditions and form of agreement in its Response. See item #5 in Proposal Format, below.

## Other Process Guidelines

**1. Availability of RFP.** This RFP is available electronically at the following websites:

- a) **University of California Public Bid Site** (also known as “uBuy”) at:  
<https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=UCOP>.

*Registration is required to access the system and receive notifications of any amendments or questions and answers provided regarding this RFP.*

The listing for RFX-FY2017-483-UCR-Health-Plan is titled as "Clinical Strategic Business Plan for UCR Health Outpatient Pavilion." Instructions for registration and training tools may be found at:

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

- b) **University of California, Riverside, Capital Asset Strategies Website** at:  
[http://cpp.ucr.edu/rfp\\_rfq.html](http://cpp.ucr.edu/rfp_rfq.html)

*Registration is not required.* UCR will post any amendments to the above website; however, UCR is not required to notify potential respondents when it does so.

- 2. Costs.** The University assumes no obligations, responsibilities and liabilities to reimburse any costs incurred by parties considering a response to and/or responding to this RFP. All costs will be the sole responsibility of each Developer and its team. The University reserves the right to cancel, withdraw, postpone or extend this RFP without UCR incurring any obligations or liabilities.
- 3. Confidential Information.** The California Public Records Act limits the University's ability to withhold qualification and bid data. If a submittal contains any trade secrets that a Respondent does not want disclosed to the public or used by the University for any purpose other than evaluation of the consultant's eligibility, each sheet of such information must be marked with the designation "Confidential." At the end of the RFP process, the "Confidential" information shall be returned to Respondents not selected as the successful respondents. The University agrees that if a "Public Records Act" request is made for disclosure of data so classified, it will notify the submitter of such data so that the submitter will have an opportunity to legally challenge the University's obligation to disclose such information.
- 4. Equal Opportunity.** Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University. All qualified firms will receive consideration without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. Each candidate firm will be required to show evidence of its equal employment opportunity policy.

- 5. Reservation of Rights.** The University reserves the right to reject any or all Responses and to waive non-material irregularities in any response received. The execution of agreements with any firm selected pursuant to this process is subject to University approvals.

## Proposal Format

The University of California is looking for a creative, responsive, and best qualified strategic consulting team that will collaborate with the University to successfully complete the Clinical Strategic Plan. Proposals should be concise and contain a cover letter that highlights the firm and/or team's unique qualifications, and the primary point of contact name, telephone number and direct e-mail address. The proposal should include the sections listed below in order as shown, with supporting materials, as necessary.

- 1. Introduction** – Describe the composition of the team assigned to the engagement and how this will contribute to the successful engagement completion. Explain the firm/team's unique qualifications for the engagement.
- 2. Approach, Methodologies, and Work Plan** – Describe the approach that will be used to complete the Clinical Strategic Business Plan, with reference to the preliminary draft outline in **Attachment A**. Describe any material changes (e.g., additions, deletions, enhancements or streamlining) the firm/team suggests.

Summarize the approach and methodologies that will be used. Describe how the recommended approach and methodologies were utilized successfully on similar engagements, or why the consultant recommends an alternative approach and methodologies.

Clearly identify specific challenges associated with the engagement, and how these challenges will be addressed.

Outline the anticipated work plan, timeline, and activities to be undertaken, and include a schedule that illustrates how the required scope of services will be completed within the identified timeframe. Include proposed engagement management and quality control activities.

Additional services the Respondent suggests as optional services for consideration by the University should be described separately, along with a summary of the rationale for the suggestion. Implications of such additional services for the anticipated work plan and related timeline, activities, and schedule should be described, as well.



- 3. Statement of Qualifications/Team Description and Relevant Professional Experience**  
– Provide names and educational background of each team member, including applicable professional registrations. Include both the prime consultant and any proposed sub-consultants. Describe experience and proposed role for each team member, and furnish a project team organization chart. The Team project manager shall be clearly identified. Team members described must be only those assigned to work on the engagement.
- 4. Comparable Engagements and References** – List comparable engagements over the past five (5) years (in chronological order) in which team members were involved. Indicate who from the team was involved with each engagement and their role, and show whether the engagement was completed by the current firm or by a team member when employed in another firm. Additional consideration may be given to proposed team members and firms that have successfully worked together on previous comparable projects.

For References, provide names, employers, titles, email addresses, and telephone numbers of at least five (5) previous clients who participated with the firm on referenced comparable engagements.

- 5. Terms and Conditions / Form of Professional Services Agreement** – See above-referenced standard terms and conditions and form of agreement. Provide description of requested clarifications or modifications in this section of the Response. Additional information may be provided in an appendix, at Respondent's option; however, reference to any such appendix should be specified clearly in the body of the Response.
- 6. Pricing** – Provide a schedule of hourly rates for all proposed team members, including sub-consultants. Include a maximum aggregate hourly rate that will be charged for meetings or calls involving simultaneous participation by more than three (3) Consultant team members (including sub-consultants). Provide a recommended work plan and resulting estimated budget to complete the required Scope of Services described in this RFP. If the Respondent's proposed approach includes additional optional services, the recommended work plan and resulting estimated budget to complete for such additional optional services should be presented separately from the required services.

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### **Selection Process/Criteria**

All proposals will be examined for merit by a selection committee according to quality and responsiveness. If the selection committee deems it necessary, a subset of respondents will be placed on a short list, and contacted for interviews. Only key individuals representing the particular firm and/or team would be asked to join any interview, including the assigned engagement manager.

The selection committee is seeking consultants that exhibit strong analytical and strategic planning abilities, with demonstrated experience on comparable engagements, preferably to include those within an academic healthcare setting. Major considerations in the team/firm selection will be based upon the following:

- 1. Relevant Healthcare Experience.** Demonstrated experience of the firm / proposed team, with emphasis on experience within an academic healthcare environment. Strong strategic healthcare planning and analysis experience in the ambulatory clinical sector is highly desired.
- 2. Market Analysis Experience and Skills.** Highly skilled in strategic market analytics in order to identify areas of opportunity, as well as areas of challenge or unfavorable competitive environment, from both a quality of care and financial performance perspective.
- 3. Planning Experience.** Experience facilitating collaborative strategic planning processes
- 4. Approach.** Comprehensive and cost-effective approach to delivering scope of services, including robust project management plan and approach to quality control.
- 5. References.** Favorable experience with current or past services, which must be consistent with the description of projects and services cited in the Proposal.
- 6. Terms.** Reasonableness of any suggested changes to standard terms and conditions and/or form of professional services contract.
- 7. Pricing.** Reasonableness of estimated budget for required Scope of Services and any recommended additional optional services.

The firm selected as first choice based on the process and factors described above will be notified and given the opportunity to negotiate final terms based on a mutually acceptable work plan, schedule, and budget. In the event acceptable terms cannot be negotiated in a reasonable time frame the University reserves the right to negotiate with the second choice firm.

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### **Submittal Instructions (PLEASE READ CAREFULLY)**

**Three (3) options** are provided for the convenience of Respondents. Respondents must elect one (or more) of these options. **No facsimile responses will be accepted.**

#### **1. uBuy Platform (secure upload)**

Proposals **may** be submitted securely through the University of California Public Bid Site (also known as “uBuy”) on or before October 11, 2016, at 3:00 p.m. Pacific Time at:  
<https://bids.scquest.com/apps/Router/PublicEvent?CustomerOrg=UCOP>.

#### **2. Direct email to UCR**

Proposals **may** be submitted by email directly to UCR. Such submittals must be addressed and delivered to the Capital Asset Strategies Department via email on or before October 11, 2016, at 3:00 p.m. Pacific Time to:  
[CASOutreach@ucr.edu](mailto:CASOutreach@ucr.edu).

Ensure “*Clinical Strategic Business Plan*” is clearly notated on the subject line of the email.

#### **3. Direct physical delivery to UCR**

Proposals **may** be submitted by physical delivery on or before October 11, 2016, at 3:00 p.m. Pacific Time. Each such physical submittal must include one (1) signed original and one (1) PDF copy of the complete Proposal on flash drive (if encrypted, provide password or other instructions in writing, in sealed envelope with Respondent’s name on outside).

Address and deliver all physical submittals to:  
Raoul Amescua  
Executive Director, Real Estate Services  
Capital Asset Strategies  
UNIVERSITY OF CALIFORNIA, RIVERSIDE  
1223 University Avenue, Suite 240  
Riverside, CA 92521

*\*Include the following statement on the outside of your package: “UCR Health - Clinical Strategic Business Plan.” (Deliveries by third-party services may include this information on the outside of a package enclosed in the third-party delivery service packaging, if applicable.)*

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## Questions

Questions regarding the requirements for this RFP should be submitted using the uBuy platform (*see “Q & A Board” in “Tools”*), at least one week prior to the response deadline above; earlier submittal is encouraged. Questions posted by potential respondents will only be viewable by the University. A summary of question topics of a broadly applicable nature and University responses will be **posted through the uBuy platform** as soon as practical after receipt of questions.

## Additional Information

In case of problems with the uBuy system, go to  
<https://bids.scquest.com/apps/Router/PublicEvent?CustomerOrg=UCOP>.

For other types of additional information, please contact:

Capital Asset Strategies  
University of California, Riverside  
1223 University Avenue, Suite 240  
Riverside, CA 92521  
Tel: (951) 827-6951  
Email: [casoutreach@ucr.edu](mailto:casoutreach@ucr.edu)

**Attachment A**

Draft Outline

Clinical Strategic Business Plan  
for  
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(see following pages)

DRAFT

## UC Riverside School of Medicine / UCR Health

### Clinical Strategic Business Plan

### For UCR Health Outpatient Pavilion

## OUTLINE

### OBJECTIVE

Develop a clinical strategic business plan for the University of California, Riverside School of Medicine (SOM), regarding the establishment, development, and growth of community-based clinical practices to be located at the upcoming UCR Health Outpatient Pavilion. Identify the UCR Health clinical practices that are needed, financially sustainable, and appropriate for this location. Also evaluate other compatible services that may be best provided by strategic partners or third parties to support the success of the UCR Health Outpatient Pavilion and the UCR Health clinical enterprise.

### FORECAST SPACE REQUIREMENTS AT UCR HEALTH OUTPATIENT PAVILION

#### Identify Site-Compatible Service Lines and Provide Market Assessments

- UCR Health / SOM
- Strategic Partners
- Third-Party Medical / Other

#### Provide Metrics and Forecasts for Patient Volume, Staffing and Space Needs (include Timing Factors)

- UCR Health / SOM
- Strategic Partners
- Third-Party Medical / Other

#### Recommend Design Specifications

- Technical / Equipment
- Fire / Life Safety
- Layout / Size
- Energy / Sustainability

#### Recommend Operating / Staffing / Usage Specifications

- Physicians / Medical Residents / Medical Students
- Executive Staff / Support Staff
- Work-flow Considerations (e.g., Shared vs. Dedicated Spaces)

#### Analyze Costs / Affordability

- Rents
- Operating Costs

9/22/2016

DRAFT

**UC Riverside School of Medicine / UCR Health**

**Clinical Strategic Business Plan**

**For UCR Health Outpatient Pavilion**

**CONSIDER ALIGNMENT WITH INSTITUTIONAL VISION & MISSION**

**UCR School of Medicine**

- Expand and Diversify
- Produce Doctors that are Needed
- Train Doctors for the Future
- Improve Community Health

**UCR Health Clinical Enterprise**

- Support Educational Mission
- Serve Growing Regional Health Needs
- Provide Centralized Care
- State of the Art Facilities
- Attract Patients, Providers, Faculty, and Students
- Build the UCR Health Brand

**EVALUATE IMPLICATIONS OF UCR INSTITUTIONAL FACTORS**

**Funding / Revenue Model(s)**

- Care Model and Business Model
- Campus Resources
- SOM Resources
- Clinical Enterprise Resources

**Partnership Strategies**

- UC Health
- Regional / Community Health Providers

**UC Riverside School of Medicine / UCR Health**

**Clinical Strategic Business Plan**

**For UCR Health Outpatient Pavilion**

**PROVIDE ASSESSMENT OF RELEVANT MARKET FACTORS**

**Patients**

- **Volume and Growth Projections**
  - o Patient Target Populations and Market Share
    - Trends and facts supporting targets / projections
      - Who and/or What is validating targets and projections?
  - o Breakdowns by Service Lines
    - Revenue generating service lines
    - Non-Revenue generating service lines
    - Identify competitive opportunities and challenges or disadvantages
  - o Projected over Time
    - Identify 1-, 3- and 5-year milestones
  - o Assumptions / Conditions to Achieve Projections
  - o Implications of not Achieving Projections

**Payers**

- **Payer Mix**
  - o Payer care management strategies, fiscal management rules, etc.
- **Payment Model(s)**
  - o Current models
  - o Anticipated reforms / changes
    - both internally- and externally-driven

**Employers**

- **UCR and Regional**
  - o Employers and locations
  - o Number of employees and trends
  - o Identify competitive opportunities and challenges or disadvantages

**Physicians (Employed/Affiliated/Independent Referrals)**

- **Current**
- **Needed**
  - o Timing
  - o Recruitment Strategies
  - o Market Conditions
  - o Identify competitive opportunities and challenges or disadvantages



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**Competitors**

- Current Sources of Competition
- Trends / Information to Watch
- Strategies to Mitigate

**Technology**

- Current State / Current Advantages
- Anticipated Trends / Needs

**Regulatory Factors**

- Regulations
- Impacts
- Responses
- How will this affect the growth of the clinical enterprise?

**DESCRIBE CLINICAL STRATEGIC BUSINESS PLAN ANALYSES AND RESULTS**

**Financial Factors**

- Capital Investments
- Operating Investments
- Projected Revenues and Expenses
- Costs and Affordability
- Anticipated Returns on Investment

**Implementation Timeline(s)**

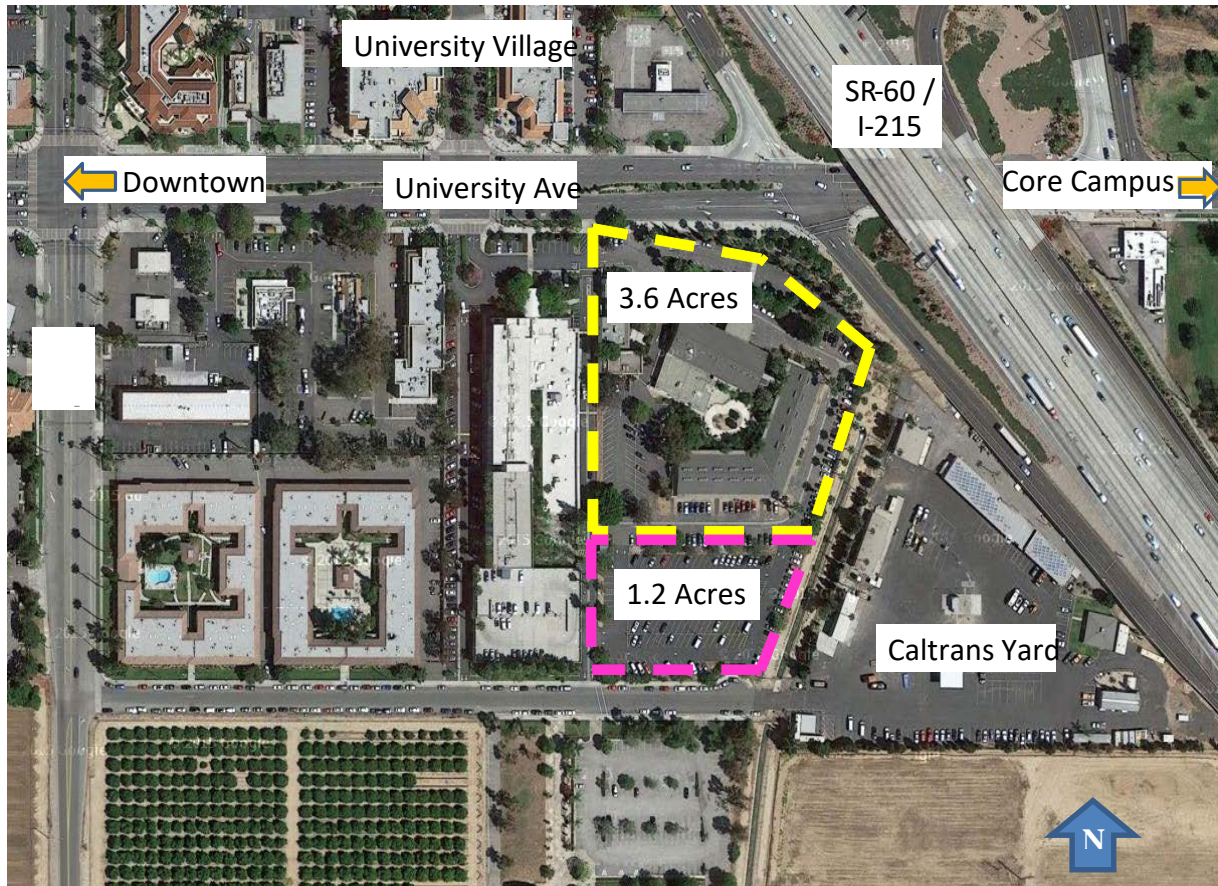
- Individual Initiatives
- Aggregate

**Implementation Stakeholder Engagement and Approval Processes**

- Individual Initiatives
- Aggregate

**Attachment B**

Site Map  
Future Site of UCR Health Outpatient Pavilion



Aerial View (Pre-Demolition)