

APPENDIX 1: EXPERIENCE OF KEY DEVELOPER TEAM MEMBERS

Please provide the relevant information requested in this Appendix in the order described below for **each** of the following Key Developer Team Members:

- A. Developer
- B. Physical Master Planner
- C. Architect¹
- D. General Contractor
- E. Facilities Manager
- F. Civil Engineer

A **minimum** of one (1) and a **maximum** of three (3) **student housing or similar projects** shall be provided for **each** Key Developer Team Member, and shall include one (1) client reference for each project. Please note, references may not be other members of the Developer team.

The table provided in Exhibit A is for ease of reference for providing project experience. Responses may be provided in any format, so long as all information requested in Exhibit A is included.

¹ If team includes more than one architectural firm, provide the requested information for each firm.

A. DEVELOPER

A.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the Developer. Please limit this firm profile to one (1) single-sided page.

A.2 Key Experience – Please address the following required topics:

A.2.1. Experience working as part of an integrated, cohesive team with the other proposed Key Development Team members on a substantially similar project (scope and scale).
A.2.2. Experience with campus edge development, including creation of a vibrant and active multi-use community with physical, social and institutional connectedness to the core campus.
A.2.3. Experience acting both as a fee developer and an at-risk equity/owner developer.
A.2.4. Experience and approach to community relations and managing development in close proximity to a campus that is in session and/or existing residential neighborhoods in a manner that minimizes impacts and disruptions.
A.2.5. Experience managing and/or overseeing operations and maintenance activities in a manner that minimizes operational impacts, disruptions and costs.
A.2.6. Experience delivering development projects in California and the business risks associated with CEQA and the associated regulatory environment.

A.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the Developer and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the Developer team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during design, development or operations (as applicable), and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

B. PHYSICAL MASTER PLANNER

B.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the Physical Master Planner on the team. Please limit this firm profile to one (1) single-sided page.

B.2 Key Experience – Please address the following required topics.

B.2.1. Experience working as part of an integrated, cohesive team with other proposed Key Development Team members on a substantially similar project (scope and scale).
B.2.2. Experience with campus edge development, including creation of a vibrant and active multi-use community with physical, social and institutional connectedness to the core campus.
B.2.3. Experience in master planning student housing communities that incorporates functional continuity throughout a phased development process.
B.2.4. Experience in master planning communities that demonstrate sensitivity to the physical and natural environment, with climate zones similar to the UCR campus, while maximizing options for development.
B.2.5. Experience in master planning communities that integrate with adjacent circulation and infrastructure requirements, highlighting any creative solutions.
B.2.6. Disclose whether the firm, its officers or principal members, have been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a project, either voluntary or involuntary. Provide details as to any such instance.

B.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the Physical Master Planner and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the development team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during the master planning process, and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

C. ARCHITECT

C.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the Architect on the team. Please limit this firm profile to one (1) single-sided page.

C.2 Key Experience – Please address the following required topics.

C.2.1. Experience working as part of an integrated, cohesive team with the other proposed Key Development Team members on a substantially similar project (scope and scale).
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C.2.2. Experience with campus edge development and balancing progressive design elements with an existing campus vernacular.
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C.2.3. Experience designing large-scale student housing communities that include a variety of associated multi-use facilities to create successful personal, social and academic spaces.
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C.2.4. Experience solving complex design problems in a physical and natural environment and climate zone similar to the UCR campus.

C.2.5. Disclose whether the firm, its officers or principal members, have been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a project, either voluntary or involuntary. Provide details as to any such instance.

C.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the Architect and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the development team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during design, and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

D. GENERAL CONTRACTOR

D.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the General Contractor on the team. Please limit this firm profile to one (1) single-sided page.

D.2 Key Experience – Please address the following required topics.

D.2.1. Experience working as part of an integrated, cohesive team with the other proposed Key Development Team members on a substantially similar project (scope and scale).
D.2.2. Experience building in a physical and natural environment and climate zone similar to the UCR campus.
D.2.3. Understanding of the current regional/California regulatory environment and construction market; strategy to ensure there is adequate labor force available to support the scale and schedule of the UCR project, including examples of acquiring labor in challenging markets.
D.2.4. Experience constructing a variety of development uses (infrastructure, student housing, dining facilities, recreational facilities, multi-functional, support and amenity spaces, retail, etc.).
D.2.5. Experience and approach to minimizing disruption to students/campus, surrounding neighborhoods and public areas, as related to construction deliveries/hauling, staging, demolition and abatement.
D.2.6. Experience and cost estimating approach for large-scale development, with a variety of uses and infrastructure needs that will utilize a phased approach over multiple years.
D.2.7. Strategy, including means and methods, for providing cost estimates at various phases of master planning and project design.
D.2.8. Disclose whether the firm, its officers or principal members, have been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a project, either voluntary or involuntary. Provide details as to any such instance.

D.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the General Contractor and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the development team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during construction, and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

E. FACILITIES MANAGER

E.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the Facilities Manager on the team. Please limit this firm profile to one (1) single-sided page.

E.2 Key Experience – Please address the following required topics.

E.2.1. Experience working as part of an integrated, cohesive team with the other proposed Key Development Team members on a substantially similar project (scope and scale).
E.2.2. Examples of your Operations & Maintenance (O&M) strategy, including: (a) controlling rent rate increases while maintaining a balanced approach to lifecycle costs, (b) maintaining high sustainability/building performance goals, and (c) effective engaging with the campus community.
E.2.3. Evidence of the developer’s (or management firm’s) experience (if any) renting to college students, interfacing with university operations, and maintaining high standards of operation, maintenance and landlord/tenant relations.
E.2.4. Examples of other projects currently managed, directly or by contract, highlighting any that demonstrate how the developer or management firm tailored its management to a unique situation, or adjusted its management program to better accommodate campus and/or market changes after the project was completed.
E.2.5. Disclose whether the firm, its officers or principal members, have been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a project, either voluntary or involuntary. Provide details as to any such instance.

E.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the Facilities Manager and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the development team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during operations, and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

F. CIVIL ENGINEER (including Transportation Specialist)

F.1 Firm Profile - Please provide a brief firm profile, including the name of the firm and the primary point of contact for the Civil Engineer on the team. Please limit this firm profile to one (1) single-sided page.

F.2 Key Experience – Please address the following required topics.

F.2.1. Experience working as part of an integrated, cohesive team with the other proposed Key Development Team members on a substantially similar project (scope and scale).
F.2.2. Experience designing/engineering transportation and circulation improvements that address multi-modal transportation systems that enhance connectivity within a site and between a site and offsite locations.
F.2.3. Experience providing engineering services for large development sites where functional needs such as circulation and utilities are balanced and coordinated with the physical and natural environment.
F.2.4. Experience designing and scaling utilities/infrastructure for large development projects that interface with existing systems and your experience and approach for coordinating with various utility/infrastructure providers.
F.2.5. Disclose whether the firm, its officers or principal members, have been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a project, either voluntary or involuntary. Provide details as to any such instance.

E.3 Project Experience (see Exhibit A) -- Please provide details for project examples that are directly attributable to the work of the Civil Engineer (including Transportation Specialist) and similar in scope to the Project.

One (1) reference must be provided for each project, who **cannot** be another proposed member of the development team for this project. **Please verify the requested contact information.**

In response to **Item #3 in Project Details of Exhibit A**, identify (a) any significant problems that occurred during operations, and what was done by the firm to mitigate or resolve any problems that resulted; and (b) identify any unique successes achieved.

EXHIBIT A

PROJECT IDENTIFICATION	
Project Name	
Project Type (e.g. residence halls, apartments, etc.)	
Project Address	
City and State	
Identify firm members who are proposed to work on the UC Riverside project, and who also worked on this project example, and describe their roles.	
PROJECT DATA	
Size of Project - Gross Square Footage	
Size of Project – Number of Beds and/or Units (please specify)	
Project Delivery Method (DBB, DB, P3, etc.)	
Construction Typology	
Brief description of supporting amenities	
Number of Stories	
Construction Completion Date	
Total Project Cost (define whether it includes FF&E)	
REFERENCE DATA	
Name	
Organization	
Title	
Current phone number	
E-mail address	
Role in the project	

PROJECT DETAILS	
Address the following issues on the above referenced project:	
1. Provide a brief summary of primary responsibilities for the referenced project.	
2. Describe how the referenced project was similar in scope to the UCR project.	
3. Identify (a) any significant problems that occurred during your phase of work , and what was done to mitigate or resolve any problems that resulted; and (b) any unique successes achieved.	
4. Identify sustainable design features or achievement of LEED certification.	
5. Confirm if project was delivered on time and on budget and if not, please elaborate as to why.	
Provide up to one (1) double-sided page of illustrations (photographs, drawings, and computer generated art) no larger than 8x10" which may be used to illustrate each project. These may be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.	