

REQUEST FOR PROPOSAL - Stage 1 UNIVERSITY OF CALIFORNIA RIVERSIDE NORTH DISTRICT PROJECT

INTRODUCTION

The Regents of the University of California (“University”) on behalf of the UC Riverside Campus (“Campus” or “UC Riverside”) is seeking a development team (“Developer”) to undertake the master planning, design, construction, financing, operation and maintenance of new student housing, a dining facility and recreational fields on the UC Riverside Campus (“Project”). The Developer will be selected from among those Developers previously qualified through the University’s “Request for Information for the Development of Student Housing” dated November 15, 2016.

Through a two-step selection process, the University intends to select a Developer with whom it may negotiate and enter into an agreement for the Project. The process will be conducted in two steps, Stage 1 and Stage 2. An overview of the Project structure and process is provided in this Stage 1 request for proposals (“RFP”). As an outcome of the Stage 1, a short list of Developers will be established, and those short-listed Developers will be invited to submit responses to the Stage 2 RFP. An overview of the Stage 2 RFP process is included at the end of this document.

The University and/or the Campus reserves the right to reject any, or all, submittals and/or to not proceed with this developer selection process or this Project for any reason, in its sole and absolute discretion.

ABOUT THE CAMPUS

UC Riverside is one of 10 campuses within the prestigious University of California system. UC Riverside is the only UC campus, as well as the only public research university, within Inland Southern California. It is located approximately 50 miles east of downtown Los Angeles within the County of Riverside, and only three miles east of downtown Riverside at the base of the Box Springs Mountains. The physical setting of UC Riverside 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. 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, and enrollment projected to grow from fall 2016 enrollment of 22,921 to approximately 25,000 students by 2020, and possibly 27,000 soon thereafter. In addition, UCR is proud that it is widely recognized as one of the most ethnically diverse and innovative research universities in the nation.

The Campus is comprised of 1,127 acres 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.” Please refer to the UC Riverside Campus map at <https://campusmap.ucr.edu/>.

The portion of campus east of the freeway (“East Campus”) comprises 604 acres and is the

academic core of the Campus, where nearly all of the existing academic, research and support facilities are located. The northern half of East Campus is devoted to student housing and recreation. The focus of this opportunity is future development on this northern half of East Campus. As described herein, this future development will require further investments in capital facilities and infrastructure.

The portion of the campus west of the freeway (“West Campus”) comprises 523 acres and is currently utilized for agricultural research, preserving UC Riverside’s historical heritage, as well as providing certain campus support functions, including parking and the University Extension. Although past planning studies have illustrated the potential for significant campus physical expansion into West Campus, such an expansion is not anticipated within the planning horizon of 2025. However, one West Campus development is contemplated. A new outpatient pavilion integrating UCR Health clinical activities and Student Health and Counseling services is anticipated to be developed as a public-private partnership through the re-use of a previously developed site on the edge of West Campus. That project is the subject of a separate developer selection process.

UC Riverside currently offers a mix of residence halls and apartments for students living on-campus. Totalling nearly 3,155 beds of residence hall and 2,935 beds of apartment housing and dining space for 1,050, the facilities are currently occupied beyond their functional capacity. Low vacancy rates and constricted supply for off-campus housing, coupled with increased enrollment has driven the need for more Campus housing.

For additional information regarding UC Riverside student housing, refer to <http://housing.ucr.edu>.

PROJECT DESCRIPTION

The Campus proposes to address its current and future student housing needs, by redeveloping the 50-acre Canyon Crest Family Housing site on East Campus, identified in the 2016 Physical Master Plan Study as the “North District” (http://cpp.ucr.edu/masterplan_study/). The resulting development project, also referred to as the “North District Project”, is envisioned as a new vibrant campus community providing approximately 4,000 to 6,000 new beds, upon completion of the final phase of development. The Project is intended to provide residence hall housing for first year students, and apartment housing for second year students, transfer students, upper division undergraduate students, and graduate students.

The North District Project will establish a new, distinctive living-learning, mixed-use community that intentionally creates a sense of place. New student housing beds will be aligned with appropriate residential life programs that provide a balance of privacy and community to enhance the overall academic experience for UC Riverside students. The Campus intends to provide such residential life services, but may consider alternative approaches for service delivery. These new beds will be provided within a community comprised of residence halls and apartments and other elements, such as dining services, multi-functional spaces (e.g., meeting spaces, study areas, classrooms), retail services and amenities, recreational fields, parking, infrastructure, and utilities. In order to create an exceptional living-learning community, the Campus is requiring the selected Developer to provide a highly strategic master plan for the entire North District site, incorporating the surrounding campus facilities and community, and reflecting the desired Project Elements described below.

The Project is envisioned to be constructed in no more than three phases, with the student beds

completed in the first phase of the Project required to be ready for occupancy by July 2020. The Campus welcomes creative solutions from Developers that can maximize affordability, building height, density, product durability, lifecycle and operational cost savings, as well as suggestions that can enhance the overall design of facilities and open spaces being delivered. The primary goals driving the Project are to provide new supply and maintain affordable rental rates for UC Riverside students.

It is the intent of the Campus to award the Project to the Developer that can create a plan, strategy and concept for the Project that incorporates the Project Goals presented below, while taking into account the Project Considerations described herein. The successful Developer will clearly demonstrate how it intends to build, deliver and operate the North District as a new benchmark for master planned communities in a university setting; successful implementation of the first phase of the Project will be a precondition to the Developer being authorized to continue development of the remaining phases

PROJECT SITE



The Project site is approximately 50 acres located on the northern edge of the East Campus and is currently known as Canyon Crest Family Housing (“Project Site”). It consists of 266 single story housing units that were originally constructed in circa 1941 to house military personnel and their families. These housing units are now obsolete and have outlived their useful lifecycle and will need to be abated, demolished and removed before any Project Site improvements can begin. The Campus plans to shutter these units in the summer of 2017. Developers should also be aware that there are numerous trees on the Project Site and certain trees and/or tree clusters may need to remain and become integrated into the physical master planning efforts.

Additionally, Developers should find creative ways to incorporate the other Campus adjacencies into the North District physical master planning effort.

Developers should also be aware that there is the possibility of incorporating the Campus Corporation Yard (“Corp Yard”) site (approximately 8.85 acres) into the Project Site if Developers can generate an innovative solution where the redeveloped Corp Yard site would provide enough revenues to the Campus to offset the on-going operational costs (i.e., management, repairs, capital renewals, insurance, etc.) and the facility cost (i.e., lease or debt service payments) for a new Campus Corp Yard facility, which would be located at an alternative location on Campus. If the Developer can produce a viable and sustainable solution for the current Corp Yard site the Campus anticipates that the new Corp Yard site would be delivered through a Public-Private Partnership (“P3”) delivery model, which would be done through a separate solicitation.

PROJECT GOALS

The primary goals of this Project are:

- Development and operation of approximately 4,000 to 6,000 beds of student housing for Campus first year, second year, transfer, upper division undergraduate students, and graduate students, along with adequate support spaces, multi-functional spaces, amenities, and associated infrastructure while maximizing the building height and density of the entire Project Site;
- Achievement of long term affordability for student occupants, supported by a balanced approach to quality design, lifecycle costs, sustainability goals, and rental rate parity with Campus-owned and operated student housing;
- Achievement of lowest possible operational costs per bed;
- Completion of an 830-seat dining facility by June 30, 2020 and an approximately 400-seat dining facility by final phase delivery of the Project;
- Completion and opening of the student housing component of the first phase of approximately 2,250 beds by July 31, 2020;
- Completion and opening of the recreational fields by August 31, 2020;
- Establishment of a new iconic gateway for the Campus on the northwest corner of the Project Site;
- Completion of adequate parking to support all phases of development through final phase delivery of the Project;
- Partnership with an integrated Developer team that has proven experience master planning, developing, financing, operating and maintaining diverse communities in a vibrant living-learning environment.

PROJECT CONSIDERATIONS

The primary Project considerations are:

- Project Site capacity to maintain an appropriate scale of development while meeting programmatic requirements;

- Current utility capacity is inadequate to meet projected demands of the development;
- Certain trees and tree clusters may need to be saved and integrated into the Project Site master plan, while other trees will need to be removed;
- The edge of the Project Site along Linden Street is expected to require street widening and pedestrian improvements. In addition, Canyon Crest Drive and Blaine Street are expected to require sidewalk, pedestrian and other edge improvements to effectively support the scale of the proposed Project;
- Abatement and demolition of existing family housing units;
- Incorporation of University Policy on Sustainable Practices;
- Requirement that new buildings achieve a USGBC LEED Silver certification at a minimum; all new buildings will strive to achieve a certification at a USGBC LEED Gold rating;
- The Campus anticipates providing the following operations services for the Project: Residential Life, Marketing, Housing Contract Management, and Dining Services; UC Riverside Police Department, Enterprise Risk Management, Computing and Communications; and
- The Project will need to interface with certain UC Riverside systems (e.g. network connectivity, security, etc.).

PROJECT ELEMENTS TO BE COMPLETED FOR THE FIRST PHASE OF THE PROJECT

Summarized below is a high-level description of the preliminary Project Elements for the first phase of the Project, to be completed by July 31, 2020. The final bed count, support and amenity spaces, and gross square feet may differ based on further programming, budget, and siting considerations. Additional programmatic details and refinement will be provided as part of the Stage 2 RFP.

- The Campus anticipates the need in the first phase of the Project of approximately 1,000 residence hall beds for new first year students and approximately 1,250 apartment beds for second year students, transfer students and upper-division undergraduate students; however, the Campus expects the Developer to conduct a market demand study that tests and validates the actual market demand in order to determine the quantities and proportion of housing bed types needed;
- Multi-functional spaces and other support amenities in residence hall and apartment facilities;
- A new 830-seat dining facility, replacing the existing Aberdeen-Inverness Dining facility (a 500-seat dining facility). The new dining facility could be located in the North District or immediately adjacent to the North District on Campus Parking Lot 22, and will serve the new residence hall(s) along with the other existing residence halls on Campus;
- Adequate and accessible parking to accommodate student housing and other Project Elements from the first phase of the Project through the final completion of build-out for the Project site, including electric vehicle charging stations and vehicular drop-off areas;
- One (1) regulation NCAA soccer field with capacity for 5,000 seats and support spaces provided within a field house facility;

- A minimum of two (2) regulation practice soccer fields, of which one (1) will be artificial turf;
- New infrastructure to service all utilities to accommodate all phases of the fully developed Project Site;
- Creation of functional open spaces;
- Establishment of pedestrian and vehicular pathways, while having the Project site maintain strong connectivity to the Camus core; and
- Integrated retail services (e.g. small grocery, restaurant(s), campus pub, etc.).

PROJECT TRANSACTION STRUCTURE

The University will retain fee title ownership of the Project Site and provide a long-term ground lease agreement for the purposes of financing and developing the Project. The University will evaluate the effect of the Project's financing and business terms on the University's credit rating, and the Campus' debt capacity within the University.

The University is currently considering a number of potential Project/financial structures to meet its goals, primarily its ability to maintain affordable bed rents, and anticipates providing greater clarity for Project structuring with the Stage 2 RFP. Such opportunities may include:

- i. Tax-exempt project revenue bonds, with the selected Developer earning a fee to develop and operate the Project under contract with a qualified non-profit entity that will be selected by the University, in which the entity would enter into a ground lease of the Project Site and own the completed Project (and variations thereon); or
- ii. Private equity capital with commercial financing, with the selected Developer entering into a ground lease of the Project Site and owning and operating the completed Project (and variations thereon).

Developers responding to this solicitation should anticipate that, during future Planning and Design Stages of the Project, the University will engage the selected Developer in an evaluation of alternative transaction structures, business terms, and capital sources.

STAGE 1 SUBMITTAL REQUIREMENTS AND PROCEDURES

The purpose of the Stage 1 RFP is to request the identification and qualifications of all Key Developer Team Members proposed to participate in the development and operation of the Project. In addition, respondents are asked to provide responses to certain key issues the University considers fundamental to the Project.

SUBMITTAL REQUIREMENTS

Developer Team Qualifications and Project Examples.

Please provide the following information and material in the submittal of your Stage 1 Proposal:

1. **Developer Information.** Confirm the entity that would be the Developer, including any update of information included in your Statement of Qualifications (“SOQ”) submitted in response to the University’s “Request for Information for the Development of Student Housing” dated November 15, 2016. Include a table which identifies the Firm Executive and Key Personnel submitted as a part of your SOQ, and if the Firm Executive or other

Key Personnel who will be working on the Project are other than the Developer's officers stated in your SOQ, clearly identify who is being replaced and by whom. For new personnel, provide the names, addresses, brief biographical summaries of such persons, and note the length of time such persons who will be working on the Project have been with the company.

If the Developer is proposed to be a joint venture or partnership, provide information demonstrating that the entity that was previously selected through the University's "Request for Information for the Development of Student Housing" dated November 15, 2016, will retain sufficient control of the joint venture or partnership to serve as the lead developer, and provide the following information for each additional entity comprising the joint venture or partnership:

- Entity's name and its legal status;
- Entity's employer identification number;
- Entity's address; and
- The full names of the entity's officers, their addresses and brief biographical summaries.

2. Key Developer Team Member Identification and Qualifications.

Respondents shall identify the following Developer team members and the key individual(s) assigned to the Project within an organizational chart:

- a. Developer;
- b. Physical Master Planner;
- c. Architect(s);
- d. General Contractor;
- e. Facilities Manager (whether Developer or third party);
- f. Civil Engineer (including Transportation Specialist);

Please note: the additional Developer team members listed below will need to be included in Developer teams for purposes of the Stage 2 RFP.

- g. Dining Consultant;
- h. Recreation Field Consultant;
- i. Sustainability Specialist; and
- j. Retail Real Estate Advisor.

Each Key Developer Team Member identified in **2.a. to 2.f. 2.e.** above shall provide its firm experience by responding to the information requested in **Appendix 1**. In addition, for each key individual assigned to the Project from various Developer team members, please provide a one-page single-sided bio.

Key Developer Team Members' may be within a single firm or can be comprised of multiple firms or any combination therein. Developers are discouraged from entering into exclusive agreements with certain team members who might have a limited number of

professionals to select from in a their respective discipline (i.e. Dining Consultant, Recreational Field Consultant, Sustainability Specialist, etc.), unless those consultants/specialists are existing members employed by the Developer's architecture and/or engineering firm.

Project Approach (limit response to this section to 6 single-sided pages).

1. Affordability Strategy. Submit a strategy that addresses the Project Goals articulated herein and which also addresses the following:
 - a. The advantages and disadvantages of the tax-exempt bond financing and private equity/commercial financing alternatives in achieving the lowest possible rental rates for student occupants; and
 - b. Phasing strategy for the Project Site.
2. Optimizing Development Potential. Submit a strategy for evaluating and optimizing the Project Site for development, including strategies for using the Project Site in an efficient manner, balancing Project density, building heights and bed rent affordability;
3. Draft Schedule and Work Plan. Submit a conceptual draft schedule and work plan indicating major milestones and a description of the scope of work for each major task, including how Developer plans to deliver the first phase of the Project as specified in the Project Goals, as well as through completion of construction and delivery for the entirety of the Project. Additionally, explain your understanding of the current regional construction market and its potential impact on Project costs and schedule;
4. Communications and Community Sensitivity Strategy. Describe your experience and approach to working with a concerned community and/or Campus stakeholders, including approach to communications, involvement and coordination;
5. Facilities Management. In the Stage 2 RFP, the University will request a proposal option that contemplates using University of California employees to perform the following services during the property management period of the ground lease: custodial, food service, and landscaping. In your response to this Stage 1 RFP, please indicate your willingness to meet this request; and
6. Retail Strategy. The Campus would like to incorporate retail services and amenities into the Project in order to serve the needs of the Campus community and possibly the external community. Describe your initial thoughts on which types of retail services may work best on this site.

SUBMITTAL PROCEDURES

Please submit your Stage 1 proposal in accordance with the following procedures:

1. Submit your Stage 1 proposal on 8.5" by 11" paper, preferably in portrait orientation, printed double-sided and bound, and an electronic version in PDF format on a flash drive.
Responses shall not exceed seventy-five (75) total pages with a font size of no less than 11-point font. Emphasis should be on completeness and clarity of content.

2. Stage 1 proposal materials shall be tabbed, with sequentially numbered pages and organized as follows:

Letter of Interest: brief summary of the respondent team, Project understanding, and approach;

Section 1, Developer Team: organizational chart and information identifying qualifications and project examples; and

Section 2: Project Approach, including narrative responses required above.

NOTE: Failure to respond to all requested information and/or submission requirements may be considered non-responsive and may disqualify a Developer from further consideration.

3. Submit seven (7) copies of the Stage 1 proposal and an electronic version of the complete Stage 1 proposal. To be considered, all response materials must be submitted by **May 12, 2017 at 4:00 p.m. Pacific Daylight Time** to:

JLL
Attention: Stephanie Hardin
601 Union Street, Suite 2800
Seattle, WA 98101

Please note that these materials will not be returned.

4. All questions and communications shall be in writing and sent to Stephanie Hardin at the following email address: steph.hardin@am.jll.com. Questions and requests for clarification related to definition or interpretation of this Stage 1 RFP shall be submitted in writing prior to **4:00 p.m. PDT on May 5, 2017**. No questions will be accepted via telephone and oral explanations or instructions shall not be considered binding on behalf of the University. No other communications with UC Riverside or University officials or JLL specific to this Stage 1 RFP should take place during the selection process in an effort to influence the selection process. Any attempt to influence the selection process could result in the Developer's proposal not being advanced.
5. The California Public Records Act limits the University's ability to withhold responses to a request for proposal. If a submittal contains trade secrets or financial information that a Developer does not want disclosed to the public or used by the University for any purpose other than evaluation of the Developer's Stage 1 proposal, each page (both hard copy and electronic) containing such information must be marked with the designation "Confidential". Note, however, that the Developer's designation of information as "Confidential" does not guarantee that such information is exempt from disclosure. The University agrees that if a "Public Records Action" request is made for disclosure of information so marked, it will notify the submitter of such information so that the submitter will have an opportunity to legally challenge the University's obligation to disclose such information.

REVIEW PROCESS AND NEXT STEPS

The Campus will consider the following criteria in evaluating each response to the Stage 1 RFP:

- Demonstrated experience with master planning a multi-phase, multi-use student housing project;
- Evidence of the Key Developer Team Members' qualifications and previous successful experience in the design and construction of student housing;
- Demonstrated experience designing successful and financially viable dining facilities;
- Developer team members' demonstrated student housing management experience and operations success with a variety of housing project types;
- Demonstrated understanding of the current regional construction market and effective strategy for addressing factors affecting schedule and cost;
- Developer team's demonstrated experience in developing projects that incorporate sustainable design and construction components, and proposed approach to energy efficient design and the inclusion of renewable energy resources;
- The comprehensiveness, innovation and effectiveness of the Developer's Project Approach, including the logic and comprehensiveness of the draft schedule, work plan and phasing plan, and the reasonableness of the time estimates therein;
- Specific experience and qualifications relating to the Project, which may include:
 - Master planning on university campus settings;
 - Innovative and balanced approaches to affordability, quality design, lifecycle cost management, project handback and sustainability goals;
 - Utility / Infrastructure planning, development and delivery; and
 - Sustainable, low-impact design surrounded by developed neighborhoods.
- Responsiveness of proposal to the Stage 1 RFP requirements and to UC Riverside's needs; and
- Respondent team interviews, including team cohesion and interaction with Project stakeholders.

The Campus will conduct an evaluation of all submitted Stage 1 proposals and intends to schedule interviews with all or a select number of Developer teams. Interview participants from Developer teams shall be limited to seven (7) key personnel, and must include at least one representative from the Developer, Physical Master Planner, Architect, General Contractor and Facilities Manager. The responses to the Stage 1 RFP and interviews (as applicable) will form the basis for the University's selection of approximately three (3) Developer teams that will be invited to submit proposals in response to a Stage 2 RFP. However, if the submitted Stage 1 proposals are concluded to be insufficient to select between Developers, the University reserves the right to require additional presentations or meetings with candidates. Further, the University reserves the right to reject any or all Stage 1 proposals. The developers selected through this Stage 1 RFP to submit proposals in response to the Stage 2 RFP are hereby notified that negotiations with respect to this Project may begin more than 14 days after the successful proposer for the Project has been notified of its selection, and that more than 45 days will be necessary to complete the documentation for the Project

SUBMITTAL SCHEDULE

The solicitation, receipt and evaluation of the Stage 1 RFP responses and the process for selecting the Developers advancing to Stage 2 are anticipated to follow the time frame below:

Distribution of the Stage 1 RFP	April 23, 2017
Deadline for submittal of questions regarding the Stage 1 RFP	May 5, 2017
Submittal due date for RFP	May 12, 2017
Notifications for Developer team interviews	May 25, 2017
Interviews with Developer teams	June 1 - 2, 2017
Announcement of Developer teams selected to receive Stage 2 RFP	By June 16, 2017

STAGE 2 REQUEST FOR PROPOSALS

The Stage 2 RFP will request that Developers prepare preliminary proposals for the development of the Project, including conceptual site master plan, phasing plan, representative elevations and sections, and typical unit types for the Project, a preliminary pro forma financial analysis including both development cost estimates and the estimated operating income and expenses of the proposed Project plan, and a Project specific Operations and Maintenance (“O&M”) proposal. The University may engage each Developer in two to three charrettes over the course of six to ten weeks prior to the conclusion of the Stage 2 RFP process.

The University anticipates that the Stage 2 RFP process will conclude near the end of August 2017. At the conclusion of the Stage 2 RFP process, the University will select a Developer for the Project, and will immediately enter into exclusive negotiations with the selected Developer. Negotiations will include, initially, the terms of a reimbursement agreement, and thereafter the terms of a ground lease and ancillary documents governing, upon execution, the development and ownership of the Project. The University reserves the right to terminate negotiations with the Developer first selected and to negotiate with another Developer who was selected and participated in the proposal stage of the selection process, if negotiations with the Developer first selected fail, or the Developer first selected fails to perform.

The University anticipates the following Project stages will occur following the conclusion of the Stage 2 RFP and final selection of the Developer:

Exclusive Negotiating Agreement

The Campus expects to enter into an Exclusive Negotiating Agreement (“ENA”) with the Developer selected at the conclusion of the Stage 2 RFP. This ENA will establish a basis for negotiations and will include provisions for the reimbursement of a portion of the costs of the work the Developer performs during the Planning and Design Stage (described below) if the Project does not proceed to the Development Stage. If the University and the Developer do reach a contractual agreement to proceed with the development, the Developer will be expected to recoup its costs incurred in the Planning and Design Stage as part of its development budget for the Project.

Planning & Design Stage

The Developer selected at the conclusion of the Stage 2 RFP process will be expected to immediately continue the design and master planning process, advancing the Developer’s conceptual design through schematic design, design development, and construction

documents, resulting at each stage in a Project acceptable to the Campus.

The selected Developer's conceptual design will form the basis for:

- i. An initial cost estimate and plan of finance for the Project acceptable to the University;
- ii. Further design refinements in subsequent design phases;
- iii. California Environmental Quality Act ("CEQA") analysis and documentation to evaluate both the master plan program-level environmental impacts and project-level environmental impacts for the first phase of the Project to identify mitigation measures required;
- iv. Achievement of finalized construction plans and documents and detailed Project budgets; and
- v. The negotiation of a ground lease and ancillary documents (collectively "Transaction Documents") governing the development and operation of the Project.

Development Stage

In the Development Stage, the Developer will be expected to be solely responsible for the completion of the design and construction documents for the Project, and the construction of the Project.

Operations Stage

The University may seek to perform certain operations and services in the completed Project. Such operations and services, as well as Campus performance expectations for the operation and management of the Project generally, will be provided in the Stage 2 RFP.

GENERAL CONDITIONS

While the University intends to proceed with the development of this Project in the manner described above, the University may, at its sole discretion, choose not to proceed with the Project, or to proceed with the Project without a third-party developer, without obligation or liability to any respondent to this Request for Proposals – Stage 1. The University reserves the right, in its sole discretion, to (a) modify or cancel the selection process at any time, or not award this Project for any reason; (b) waive minor irregularities; (c) reject any, or all submittals to the RFP or seek new submittals; (d) seek clarification or additional information from respondents as it deems necessary to the evaluation of the response; or (e) request any additional information from individual respondents. This Request for Proposals – Stage 1 does not create any legal rights or obligations between the University and any respondent hereto nor any obligation to proceed with negotiations. It is intended that any and all legal rights and obligations between the University and a respondent will come into existence only if and when a definitive agreement is signed and delivered by both parties. Respondents to this Request for Proposals – Stage 1 shall bear all expenses in connection with their submittals and responses.

APPENDIX

The following list of appendices are incorporated directly within this document.

APPENDIX 1: EXPERIENCE OF KEY DEVELOPER TEAM MEMBERS