Destination Discovery: UA Tech Park at The Bridges

Technology Precinct and Innovation and Technology Complex

Request for Proposals: Solicitation for Master Developer
November 2017
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SECTION ONE: Introduction

About this Request for Proposals (RFP)

This RFP is being issued by the Campus Research Corporation (CRC), in order to recruit a Master Developer to partner with CRC in planning and implementing the multi-phased, 20 acre development, "Technology Precinct," at the UA Tech Park at The Bridges in Tucson, Arizona.

The Technology Precinct represents one of four distinct development zones with a 65-acre site that comprises the UA Tech Park at The Bridges ("The Park"). The Park is a central element of a larger 350-acre Planned Area Development (PAD) known as The Bridges. The selected developer will receive The Bridges: Vision and Concept Plan which contains background information, key data and preliminary development guidelines for the Park and its context within the Bridges PAD and the greater Tucson community.

Overview of The Bridges Planned Area Development (PAD) and University of Arizona Tech Park at The Bridges

Both in its scale and vision, The Bridges PAD represents an innovative approach to community and economic development for Tucson.

The 350-acre Bridges site was conceived and master-planned as a mixed-use community, with a development program designed to create lasting positive impacts for the surrounding neighborhoods, metro Tucson, and the entire Southern Arizona region. At its inception, it was the largest single parcel of undeveloped land and most significant in-fill effort in the City of Tucson—truly a gateway, as well as a destination.

In addition to the Park, the Bridges PAD includes a 110-acre regional shopping center (50% developed, with many additional projects underway), an area reserved for a 175-acre residential development, and 25 acres of parks and open space connected to Pima County’s regional trail network. Adjacent to the Park is a regional park and community center and a branch of the Pima County Library. The Park is also connected to the Loop, a regional network of multi-use pathways and recreational facilities.

The goal for The Bridges PAD is to establish a community—creating a unique sense of place while integrating development into the fabric of established neighborhoods that surround it. The means for this is achieved by intentionally linking functionality, economics, and aesthetics—building on the proximity and synergy between the residential, retail, and research park districts within the overall Bridges PAD. The overall PAD land-use plan thus represents a mixed-used development approach with a Live, Learn, Work and Play vision.

In this context, the UA Tech Park at The Bridges has been planned by the University of Arizona (UA) and CRC as a mixed-use, next generation university research park and knowledge community—offering an environment and amenities not found elsewhere in Tucson and Southern Arizona.
It is projected that the Park will have a carrying capacity of nearly 2.3 million square feet of office, laboratory, and research and development space at full build-out. This will position Tucson and Southern Arizona as a leading national center of research, discovery and technology commercialization.

SECTION TWO: RFP Focus Area

UA Tech Park at The Bridges Technology Precinct

*Campus Research Corporation seeks through this Request for Proposals to identify a highly qualified real estate development firm (or firms) as Master Developer, to partner with the UA and CRC in planning and developing the Technology Precinct.*

The Technology Precinct is one of four Precincts within the UA Tech Park at The Bridges encompassing approximately 20-acres as shown below, and will be the first precinct to be developed, although concurrent development may occur in other precincts based on the needs of the UA and market demand.

The Technology Precinct will feature a two-building “Innovation and Technology Complex” (ITC) that will be the home for Tech Launch Arizona—UA’s technology commercialization enterprise – as well as for Tech Parks Arizona and the Arizona Center for Innovation (AzCI). (See Defined Initial Project, next section.)

This Precinct also will include a hotel and conference center, structured parking, and additional sites to accommodate future technology-related, multi-tenant or single user build-to-suit facilities.

The Technology Precinct concept speaks to the UA’s vision for the Tech Park at The Bridges to create the *interactive ground* that brings together the University, Community and Industry in the pursuit of technology innovation and commercialization. Objectives for the Technology Precinct include the following:

- Create a highly visible focal point for University of Arizona activities related to innovation, technology commercialization and start-ups—an innovation hub
- Accommodate the specialized needs of existing technology-focused companies and organizations
- Help recruit additional companies and organizations to the Park
- Anchor the Park with signature facilities that set the standard for future development at this site

The larger Bridges PAD has established a development momentum of its own for this area of Tucson, which is strategically located proximate to the University of Arizona Main Campus, Downtown Tucson and the Tucson International Airport.
The quality and scale of initial development within the Technology Precinct should further propel marketing of the **Tech Park at The Bridges** (Tech Park) as a top tier location for business, innovation and research, with unique competitive appeal for the Tucson marketplace, within Arizona, and across the Southwestern U.S.

As economic conditions nationally and regionally have improved, demand from prospective tenants—both in Tucson as well as from outside the community—demonstrates that CRC’s intent to move forward with the first buildings at the Tech Park at The Bridges is market-responsive. Additionally:

- Core infrastructure is in place along with entitlements, due to investments already made by Tech Parks Arizona and CRC.
- Ancillary development of destination and specialty retail, significant new residential districts, plus a regional library now provide a critical mass of supporting amenities immediately adjacent to the Tech Park site.

CRC seeks the capacity at all times to respond quickly and efficiently to prospective outside tenants who are considering Tucson and The Bridges as potential business locations. Over time, CRC wishes to maintain an appropriate inventory of space sufficient to handle normal growth and expansion by its tenants.

CRC’s intent through this RFP is to select a firm with which it can partner in shaping and developing a **Master Developer Services Agreement** encompassing the Technology Precinct. Once the prospective Master Developer has been selected, CRC would enter into exclusive negotiations for a defined time period, with the goal of creating a **Master Developer Services Agreement**. The relationship would remain exclusive based on meeting milestones established in a schedule of Performance.

During the pre-construction period, the Master Developer would be expected to:

- Validate the market opportunity;
- Collaborate with CRC in preliminary site planning and conceptual building design;
- Confirm the Defined Initial Project (see below);
- Identify tentative sources of financing;
- Complete other usual and customary pre-development steps such as obtaining regulatory approvals and permitting; and
- Negotiate and execute a Master Developer Services Agreement covering the Defined Initial Projects to be built (see on next page).

This approach should allow the Master Developer and CRC to market the initial planned facilities aggressively—based on a known delivery capacity and financial terms—and to move forward with project implementation rapidly, once specific tenants and a needed level of tenancy for each building has been confirmed.
Defined Initial Project: Innovation and Technology Complex (ITC)

CRC proposes to launch development of the Technology Precinct by constructing a two building complex to anchor the Precinct, as well as the Tech Park at The Bridges.

ITC will be constructed in two-phases as the Defined Initial Project.

Phase One constitutes ITC SOUTH, 120,000 square foot, four story office building, that initially will be supported by surface parking for 480 cars.

Phase Two would add ITC NORTH—an additional 180,000 square feet of space, envisioned as a six-story office building including laboratory space. Construction of ITC North would create the need for a structured parking facility to support the entire ITC complex, on an immediately adjacent site (1140 spaces).

The ITC, as the first buildings in The Technology Precinct, will be strategically important in conveying the intent to establish a new knowledge and innovation center that distinguishes itself from all other properties and locations in Tucson.

Together, ITC South and ITC North will be sited and designed in such a way so as to anchor the southern end of The Bridges and act as a gateway to what will eventually be a new campus-like setting.

The ITC will play host to diverse private and public entities that share the common ground of research, innovation and entrepreneurship and education, bridging the interests of the University to the private sector. Their design will convey a sense of sophistication and professionalism to attract the highest quality tenants. By extension, tenants will use this setting to recruit the world-class talent they need to compete and thrive.

The siting of the ITC South and ITC North buildings will anchor the intersection of East Tucson Marketplace Boulevard and M L King Jr. Way. A campus entrance will be located at the transit stop along the western edge of the site; vehicular traffic would enter The Bridges campus along the western edge on M L King Jr. Way. Once inside The Bridges campus, visitors and employees will find convenient parking and then can transition to a more pedestrian environment.

Additional Development Phase: Hotel & Conference Center

As companion to construction of the ITC (the Defined Initial Project), the Master Developer also is expected to assist CRC in planning and developing a Hotel / Conference Center and outdoor public spaces and amenities to support the Technology Precinct and the signature gateway to the Park.
East of ITC, CRC’s concept plan has designated a site for a potential hotel and conference center to support tenants of Technology Precinct and the Park, the University of Arizona, as well as visitors, residents and tenants of the larger Bridges development area.

CRC preliminary market assessment has identified the need for additional full service hotel capacity to serve central Tucson generally, and in particular to provide an amenity geared to the specialized needs of technology-oriented companies and institutions. The facility is envisioned as a nationally-branded hotel with 300+ guest rooms, conference center and an integrated parking facility.

Anticipating this next phase of development, the ITC has been conceptually configured to open onto a public plaza facing the hotel and conference center site (at the corner of S. Kino Parkway and E. Tucson Marketplace Boulevard).

The plaza would include an outdoor, interactive science garden and entertainment area that would be an amenity to hotel and Park visitors and could host public events such as festivals, concerts and street fairs.

Seamless movement through a highly designed desert landscape and hardscape would then extend to the north and give design direction to a pedestrian focused pathway and a network of open spaces intended to carry visitors through the entire campus.

Further Development Phase: Additional Technology Precinct Sites
The concept plan for the Technology Precinct includes three pads for a combination of either multi-tenant or single user facilities of varying scale and density, and combining both office and laboratory or technology-specific uses.

Informed by a consistent vision but also by principles of flexibility, CRC is establishing development guidelines and permitted uses for the Technology Precinct that will focus on a distinct class of research and technology-focused users that is distinguishable from the user categories around which the Bridges’ other three precincts are being planned, and to whom those precincts will be marketed. As leasing of the ITC facilities progresses (the Defined Initial Project), the Master Developer selected as CRC’s partner will have the opportunity to help refine the approach to permitted uses so as to reflect a shared understanding of market potentials and marketing strategy for the remaining development sites within the Technology Precinct.
UA Tech Park at The Bridges and Technology Precinct in Summary

- Strong UA identity attached to the site
- UA presence as a catalyst for development
- UA Technology Hub and home for Tech Launch, Tech Parks, AzCi
- Mixed-Use Urban Village
- Leading-edge, “smart city” design
- Connectivity to community and neighborhoods
- Compelling use of outdoor public spaces
- Development partner for Technology Precinct
- Developer financing and construction; CRC/UA ground lease for ITC
- UA Pre-lease of defined portion of Phase One Building

SECTION THREE: RFP SUBMITTAL
Role of Development Team to Be Selected

CRC seeks a Master Developer—or a Team led by a Master Developer—having strong project management, planning, architectural, engineering, marketing and operational experience. The firm or team should include the broad range of professional disciplines needed to develop a successful project.

CRC welcomes the opportunity to consider firms / teams proposing creative and innovative approaches to delivering on the vision for The Tech Park at The Bridges, the Technology Precinct, and in particular the ITC—as the Defined Initial Project—in the most cost effective and timely manner. CRC is above all seeking a Master Development partner with a history of successfully implementing development projects of similar character, scope and scale.

Project Team: Master Developer / CRC Collaboration.

CRC has undertaken considerable preliminary work regarding site analysis, preliminary cost estimates, parking, extension of utilities, illustrative pro forms, and other factors that will accelerate the planning and design process in collaboration with the selected Master Developer.

The successful firm should demonstrate its ability to partner with CRC to:

- Assess the UA Tech Park at The Bridges concept plan, and, if warranted, recommend modifications, including scale and configuration of the Technology Precinct development concept;
- Assess the strategy for ITC as the Defined Initial Project, in light of market conditions and opportunities as well as other financial or deal structure factors that may shape feasibility and nature of the project;
- Prepare a budget and financial model showing how project goals can be met; and
- Collaborate in creating a unified management approach, with a division of roles between CRC and the Master Developer, to ensure a successful project.
The Master Developer to be selected will have had successful experiences in all aspects of development activities as well as property and asset management activities, including property leasing. CRC welcomes a proactive, collaborative approach to marketing and tenant recruitment with its development partner, and will be open to entertaining mutually advantageous terms that ensure the success of the project. CRC already has identified various potential anchor tenants around which a threshold of market-readiness for the initial ITC project at The Bridges may be achieved.

CRC expects the relationship during the contract period between the Master Developer and CRC will be a collaborative partnership that may be extended in the future by mutual agreement. The success of the ITC project—the Defined Initial Project—will be the foundation for The Bridges’ long-term development. As such it will be promoted and marketed as part of CRC’s business development program.

*Selection Criteria will give favorable consideration to Teams that are able to articulate how they will address this partner relationship in a completely integrated and collaborative manner.*

**Key Issues / Questions of Interest to CRC**

The following issues and questions reflect priority topics that CRC must consider in selecting a Master Developer with whom it will enter into a long-term partnership for development of the Technology Precinct. CRC would like to understand the Proposer’s initial approach to these items—recognizing that these are preliminary responses that would be subject to negotiation with the selected firm.

**University Pre-lease Commitments.** The University of Arizona is committed to pre-leasing one floor of the Phase One building (ITC South), to be occupied by key UA research and technology commercialization functions, including the offices of Tech Launch Arizona, Tech Parks Arizona / CRC and the Arizona Center for Innovation. UA also will entertain proposals from the selected Master Developer for additional forms of commitment by the University and/or CRC that may be needed in order to “de-risk” the initial development, such that financing can be obtained and Phase One construction may move forward expeditiously.

The University’s demonstration of a significant commitment to the project’s first building is deemed critical not only for reasons of initial project financing, but also as a statement to the market place that will propel marketing and leasing to levels that can achieve the early project stabilization.

CRC will be looking to understand the Proposer’s requirements for pre-leasing, and for innovative solutions and mechanisms aimed at achieving the needed level de-risking, with an eye to minimizing the level of cost or exposure this poses for UA / CRC. Please address your view of the need for project de-risking, and any proposed approaches when discussing “Compensation Strategies” below.
Marketing & Leasing. Tech Parks and CRC desires a significant role in branding and marketing the ITC and the Technology Precinct, consistent with its roles and responsibilities for the overall Park. ITC and the Technology Precinct will be a key expression of the University’s and Tech Launch Arizona’s commitment to technology innovation and commercialization. Tech Parks and CRC have an interest in projecting a strong image for the University and Tech Launch Arizona through the development of the Park, Technology Precinct and ITC. Proposers should discuss how the parties might coordinate and allocate responsibilities in this area.

CRC both recognizes and requires that the Master Developer will have a significant role in marketing and “selling” as well. Within any UA or CRC-sponsored leasehold, CRC will lead the leasing; and it expects to play a strong role in shaping the tenancy profile for the balance of the ITC. Please address any economic terms related to Marketing and Leasing in “Compensation Strategies” below.

Property Management. CRC desires to manage and operate the ITC South and recognizes that the Master Developer will typically provide asset management services. Proposers should discuss how these two functions can be coordinated. Please include economic terms in “Compensation Strategies” below.

Land Tenure. Land within the UA Tech Part at The Bridges is owned by the Arizona Board of Regents (ABOR) and governed by ABOR and University policies, regulations and procedures. The land is controlled by CRC through a master lease with ABOR. CRC’s approach favors a land lease of the building sites; ITC (South and North buildings) specifically will be subject to a land lease. Proposers should explain their preferred options for structuring the land tenure relationships within the Technology Precinct. Please discuss basic terms such as length of lease, renewals, takedown schedule, if any. Please include land rent terms when discussing “Compensation Strategies” below.

Right of Purchase. CRC / University of Arizona maintain a specific interest in ultimate ownership of the ITC. Proposers should describe how they would structure a transaction to achieve this end, including but not limited to the terms, timing, and how cost would be determined.

Site Design. CRC desires that the Technology Precinct be designed in conformance with the Vision and Concept Plan for the UA Tech Park at The Bridges.

Design Guidelines and Permitted Uses. CRC is currently preparing general design and use principles for the Technology Precinct in the Vision and Concept Plan. CRC is also currently preparing formal Design and Development Guidelines and Permitted Uses documents, and will review them for input and agreement with those developers who are shortlisted, and prior to selection. It is expected that all buildings in the Precinct will be LEED Silver certified. CRC desires a mix of tenants that support and reflect the UA’s mission. These include: companies involved in the development and deployment of new technology, companies and organizations working in partnership or in affiliation with the University, and companies hiring University
graduates. How would the Proposer approach the issue of Permitted Uses and Design and Development Guidelines within the framework of the Technology Precinct concept?

**ITC Design.** The buildings within the ITC complex must reflect an integrated design. CRC desires to reach at least concept level for both buildings and the plaza, prior to commencing construction of ITC South. The goal is be responsive to market conditions and opportunities.

**Schedule of Performance.** CRC is interested in understanding the timing of decisions leading up to a Master Development Services Agreement (MDA) and how the timing for the build-out of the Technology Precinct will be determined. Please address the circumstances under which the partnership may be terminated (by either party, or by mutual agreement). A significant issue is how to project forward milestones and ranges of financial and business terms in such a way that they protect both CRC and the selected developer in the future. A thoughtful discussion of approach, not resolution, of these and similar issues will be helpful in evaluating developer credentials.

**Stranded Costs.** Significant costs will be incurred by both parties throughout the pre-construction and development periods. How would “stranded costs” be addressed in the event the MDA is terminated?

**Compensation Strategies.** CRC has already made substantial investments in site preparation, infrastructure, prior studies, and obtaining entitlements, all of which will mitigate some of the normal developer risk. How would these be reflected in a proposed MDA? What is the Proposer’s approach to sharing the financial benefits of a successful project? How will risks be shared? How will land lease payments be structured? How will the parties be compensated for marketing, management and operations activities, leasing, and future refinancing? If Proposer self performs other studies and services, how will compensation be determined?

**Project Approach.** CRC is interested in understanding the Proposer’s approach to: (1) crafting the MDA and (2) carrying out pre-development activities such as market analysis, or feasibility validation; (3) design services; and (4) construction and commissioning activities. Address any other elements you would include as part of the *Master Development Services Agreement.*

**Project Finance.** Please provide information on the expected financial structure for ITC South as well as the prelease milestones that will induce the developer to initiate the various development activities.
Proposal Format and Essential Content

Provide responses for all requested information, in the sequence and approximate format as described below.

Letter of Interest

A transmittal letter must accompany the submission, signed by a principal of the firm that will serve as prime contractor leading the proposed Master Development Team. Documentation should also be provided listing the officers in the firm who are authorized to negotiate and execute agreements on behalf of the company.

Response to Key Questions / Issues of Interest to CRC.

In preparing this response, Proposers should respond as directly as possible to issues identified throughout this RFP, particularly those identified above as Key Questions / Issues of Interest to CRC. Responses may be addressed along the following lines:

- Priority Activities / Outputs
- Specific Development Goals
- Collaboration / Team Approach
- Financial Goals
- Other / General Considerations

Additionally, please describe your assessment of opportunities and possible pitfalls associated with development of the Technology Precinct as a whole, and the ITC Defined Initial Project in particular. Identify how your team would address those issues if selected, to result in a successful outcome.

Master Developer proposals will be evaluated based on the clarity and substantive, confidence-building explanations or documentation provided to address these issues.

Identification of Development Team and its Relevant Experience

Provide a Project Organization Chart describing all the firms who are part of the development team. Identify the role of each firm on the team, the primary contact(s) at each firm on the team and each key individual’s role on this project. Also identify those individuals on the prime contractor’s team who are authorized to negotiate and execute contracts, agreements and documents.

Describe the anticipated management structure for development of the project, including the identification and role of the day-to-day Project Manager, the principal architect and /or other key firms or individuals who are to be involved in the implementation of the project, their respective backgrounds, experiences and potential roles in the project.
Include resumes for key personnel.

Identify the type of legal entity with which CRC would potentially contract and the date of the organization’s formation, if it has been formed. If the legal entity is different from the parent corporation, please indicate the relationship to the parent company.

**Examples of Similar Work**

Provide a description of your firm’s relevant experience in the design, implementation and management of projects similar in size and character over the past five years.

Representative projects included with the submission must have been completed by specific personnel included on this team. (Clearly identify if a project was done by personnel when employed by another firm.)

In addition to a general description of the project scope, identify the location and completion date, as well as construction cost and description of the financial structure of each project. Include a current project status and the role performed by your development entity and/or its officers initially and as the project has evolved.

**References**

Provide the names of References for at least three projects among the examples of similar work within the past three to five years.

References should be specific to the lead principal of the Master Developer submitting or leading a team, as well as for the principals of any key members of integrated development teams.

The submitting company certifies that it is authorized to use the names of references it provides and agrees that CRC may contact these references.

**Identification of Financial Standing and Capacity**

All information provided will be used solely by CRC for the purpose of evaluating the financial viability of the Master Developer and will be held in strictest confidence.

Provide a statement describing the firm’s current financing standing illustrating the firm’s financial capacity to complete and carry out the Defined Initial Project, along with prior experience in successfully securing financing for similar projects.

Describe the status and nature of any bankruptcy and/or major lawsuit ($500,000 or greater) or settlement that any member of the development team or parent corporation has been involved in within the past 10 years.
**Administrative Directions**

In order to be considered responsive to the RFP, respondents must submit all of the information requested as outlined above.

Development Teams shall submit one unbound, and six (6) printed and bound copies of the complete submittal document; plus an electronic PDF copy of the complete document on a CD, DVD, SD card, or USB drive.

*Interested Teams are specifically requested not to submit concept designs or schematics for proposed development at this time, as these are premature and will not be considered as part of the evaluation criteria.*

General corporate information may be included, but should be relevant to the services requested, and may include examples of prior work, brochures, photographs, maps, drawings, etc.

**SECTION FOUR – RFP PROCESS**

**Overview**

*CRC anticipates a two-step process to select a Master Developer as partner in development of the ITC (the Defined Initial Project) and subsequently, full development of the Technology Precinct within The Tech Park at The Bridges.*

**Step I: Request for Proposals (RFP) Initial Submission.**

Each Master Developer / Development Team responding to this RFP must submit a complete and detailed response by the date and time specified in the RFP, which will allow CRC to make an informed evaluation. Teams should carefully read all sections of the RFP and any attachments or appendices, provide all requested information and comply with the submission instructions.

Responses to the RFP will be evaluated to identify firms or teams that most closely meet the selection criteria established by CRC, and which have the greatest potential to be effective partners with the Tech Park in advancing its goals for this project. Firms meeting these criteria will be identified as a pool of “Finalists,” with whom CRC will entertain further steps in order to fully understand the capabilities and particular strengths that each designated Finalist may bring to the project.
Step II: Finalists’ Short-list Second Tier Review

CRC will notify short-listed Finalists and provide them with specific questions based on the contents of their initial proposals. Companies will be asked to respond to these questions in writing. This step is intended to ensure that CRC and its Proposal Review Committee understand each Proposer’s capabilities at a level of depth necessary to designate a Preferred Developer from among the Finalist candidates.

Based on the written responses, CRC anticipates inviting all companies selected as Finalists to provide a formal on-site presentation at a date and time to be determined, in a format prescribed by CRC. No company will be entitled to attend, or otherwise receive any information, regarding any presentation made by any other company.

In addition to giving short-listed companies the opportunity to explain their overall approach in person, and to provide points of clarification about information provided in their initial proposal, the interview format will permit the invited companies to respond in detail to the specific questions posed by CRC.

At the conclusion of Step II, CRC anticipates entering into negotiations with the Preferred Developer and engaging in appropriate and necessary pre-development activities culminating in the execution of a Master Development Services Agreement for the Technology Precinct and the Defined Initial Project.

Should CRC and its initially selected Preferred Developer be unable to reach agreement on the terms of Master Developer Services Agreement, CRC reserves the right to initiate negotiations with the Finalist that was next most highly ranked through the short-list process.

CRC reserves the right at any time to terminate this process and may at any stage of the process elect not to move forward with any developer for the project defined in this RFP.
Proposed Schedule

Issue RFP to selected development teams  November 6, 2017
Registration for Pre-Proposal Conference  November 20, 2017
Pre-Proposal Conference  November 28, 2017
Submission of Proposals  January 11, 2018
Meeting of Review Committee  January 24, 2018
Selection and Notification of Finalists  January 30, 2018
Responses Due to written questions  February 14, 2018
Interviews of finalists  February 20-21, 2018
Meeting of Review Committee  February 28, 2018
Selection and notification of Preferred Developer  March 2, 2018
Meeting with Preferred Developer  March 15, 2108
Complete Master Development Services Agreement (MSA)  May 18, 2018
University/CRC approval of MSA  June 19, 2018
Execute MSA  July 1, 2018

Due Date for Submittal of Master Developer Proposal

RFP submittals will be received by CRC until January 11, 2018 at 4:00 p.m. MST. Firms shall deliver submittals to:

Attn: Edward James
Tech Parks Arizona
9070 South Rita Road, Suite 1750
Tucson, Arizona 85747
efjames@uatechpark.org

Any submission not received prior to the closing date and time will be deemed late and will not be considered.
Pre-submittal Conference

A Pre-submittal Conference will be held on November 28, 2017 from 1:00 to 4:00 pm at the Offices of Tech Parks Arizona, UA Tech Park at Rita Road, Suite 1750, 9070 South Rita Road, Tucson, Arizona. The intent of the conference is to provide clarification of any questions about the RFP requirements and instructions. In particular it will allow potentially interested Proposers to discuss the Defined Initial Project with CRC executives and University leadership, and to conduct a tour of the Bridges project area.

Firms will be required to register by November 20, 2017, indicating their intent to participate in the Pre-Submission conference. Detailed information about the Conference agenda and any update project information will be sent to registered participants in advance.

RFP Questions and Clarifications

Representatives of CRC will not be available to meet with or to discuss the project and this Request for Proposals individually with prospective firms. Questions regarding this RFP may be submitted only in writing, directed to:

Edward James
Campus Research Corporation
9070 South Rita Road, Suite 1750
Tucson, Arizona 85747
Email: efjames@uatechpark.org
520-382-2490

Responses to questions – including any modifications to the RFP as a result of relevant questions submitted in writing – will be incorporated into one or more written addenda and will be posted on the Tech Parks Arizona web site: https://techparks.arizona.edu/the-bridges

Any conflicts or ambiguities in the RFP may result in items being resolved in the best interest of CRC/Tech Parks Arizona.

Supplemental Information

Various documents providing information to supplement that contained in this RFP may from time to time be posted and can be found at the Tech Parks Arizona web site: https://techparks.arizona.edu/the-bridges
Review and Evaluation of RFP Submittals

*CRC is being supported throughout this RFP selection process with outside real estate advisory services provided by Point A Consulting.* Point A Consulting brings national experience and an understanding of best practices in strategic planning and real estate development for research parks, innovation districts, and knowledge communities.

CRC will be guided in its selection of qualified finalists by a Proposal Review Committee selected to help review and evaluate the information requested in Section 3, and other criteria that the Committee may deem pertinent to the decision.

Evaluations and rankings of respondents are subject to the sole discretion of CRC. CRC will make the final pre-qualification determinations related to respondent submittals, at its sole discretion, as it deems appropriate and to be in the best interests of the UA Tech Park at The Bridges.

The inability of any Respondent to meet the requirements of this RFP may be cause for rejection of a submittal. CRC reserves the right to reject any or all submittals, or any part of a submittal, and make selections which, in the opinion of CRC, best meet the needs of the UA Tech Park at The Bridges.

This RFP process does not commit the Campus Research Corporation, Tech Parks Arizona, University of Arizona or Arizona Board of Regents to issue an award, enter into any agreement or contract, pay any costs incurred in the preparation of any submittal, procure or contract for the goods or services submitted for Phase I consideration, or to proceed with Phase II.
Selection Criteria

CRC is seeking the most responsive and best-qualified Developer / Team to collaborate with CRC in achieving the successful realization of this project. Firms and/or teams should address the unique requirements of this project as described in Section Two: RFP Focus Area.

The proposal will be evaluated based on the following criteria:

- Relative Experience of Master Developer / Team; in particular the qualifications of lead individuals
- Demonstrated success with recent development of similar projects
- Past success in attracting tenants to similar developments
- Proven capacity for securing financing for projects of similar scale and complexity
- Alignment of proposed financial structure with Tech Parks Arizona’s financial goals
- Track record of working within a public-private partnership environment, including specific evidence of experience of working with university partners.
- Strength of Team to undertake the activities described in Section Three: RFP Submittal.

Within the constraints of this submission, prospective Development Teams will be evaluated based on the creativity, clarity and substantive, confidence-building explanations or documentation they can provide to address these issues.
APPENDIX

UA Tech Park at The Bridges—Governance & Management

The University of Arizona’s tech parks are operated under the direction of the Tech Parks Arizona (“TPA”), a University of Arizona business unit that creates the place, environment and interactive ground to generate, attract and retain technology companies and talent in alignment with the research mission and goals of the UA.

The mission of TPA is to ensure that the parks are operated and developed consistent with the University’s vision, mission and goals. Tech Parks Arizona operates the UA Tech Park at The Bridges as well as The UA Tech Park at Rita Road. Tech Parks Arizona also operates the Arizona Center for Innovation, with a primary goal of promoting technology innovation and commercialization, and recruiting companies with connections to the UA.

Tech Parks Arizona is part of Tech Launch Arizona, the office of the University of Arizona that commercializes the results of UA research and development.

Campus Research Corporation (CRC), an Arizona 501 (c) (3) non-profit corporation, assists the University of Arizona in developing, operating, leasing and promoting the University’s Tech Parks. CRC operates the Tech Park at the Bridges pursuant to a master lease with the Arizona Board of Regents.

The Associate Vice President for Tech Parks Arizona also serves in the capacity as president and CEO of Campus Research Corporation, and is responsible for the development and operation of the UA Tech Park at The Bridges and the UA Tech Park at Rita Road.

CRC is governed by a 13-member Board of Directors, of which four members are appointed by the UA President and two are appointed by ABOR (one a current regent and one a former regent). The remaining seven members are selected at-large by the Board and serve three-year terms. The CRC Board meets quarterly and has an Executive Committee that meets as needed to act quickly and efficiently on The Bridges’ business.
Aerial Overview of The Bridges
Site Context
Campus Precinct Map
Concept of the Technology Precinct and Innovation and Technology Complex
Technology Precinct and Innovation & Technology Complex
Innovation Technology Complex South