

ATTACHMENT "C"

SCORE SHEETS FOR SUBMITTAL PACKAGES

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: AMCAL Housing

TOTAL POINTS (79)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity, including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p>15</p> <p>5</p>	<p>15</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p>	<p>18</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: AMCAL Housing

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p>10</p> <p style="margin-left: 200px;">2</p> <p style="margin-left: 200px;">6</p> <p style="margin-left: 200px;">2</p>	<p>8</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p>15</p> <p style="margin-left: 200px;">5</p> <p style="margin-left: 200px;">5</p> <p style="margin-left: 200px;">5</p>	<p>10</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: AMCAL Housing

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p>15</p> <p>5</p> <p>3</p> <p>5</p> <p>2</p>	<p>13</p>
EVALUATION CRITERIA -- 6. APPROACH (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p>20</p> <p>8</p> <p>12</p>	<p>15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Bakewell/Simpson Housing Solutions

TOTAL POINTS (79)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity; including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p>15</p> <p>5</p>	<p>20</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p>	<p>16</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Bakewell/Simpson Housing Solutions

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p>10</p> <p style="margin-left: 100px;">2</p> <p style="margin-left: 100px;">6</p> <p style="margin-left: 100px;">2</p>	<p>7</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p>15</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p>	<p>9</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Bakewell/Simpson Housing Solutions

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p style="text-align: center;">15</p> <p style="text-align: center;">5</p> <p style="text-align: center;">3</p> <p style="text-align: center;">5</p> <p style="text-align: center;">2</p>	<p style="text-align: center;">12</p>
EVALUATION CRITERIA -- 6. APPROACH (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p style="text-align: center;">20</p> <p style="text-align: center;">8</p> <p style="text-align: center;">12</p>	<p style="text-align: center;">15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: BRIDGE Housing

TOTAL POINTS (76)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity, including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p style="margin-left: 100px;">15</p> <p style="margin-left: 100px;">5</p>	<p>10</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p>	<p>16</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: BRIDGE Housing

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p>10</p> <p style="margin-left: 100px;">2</p> <p style="margin-left: 100px;">6</p> <p style="margin-left: 100px;">2</p>	<p>7</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p>15</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p>	<p>15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: BRIDGE Housing

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p>15</p> <p>5</p> <p>3</p> <p>5</p> <p>2</p>	<p>15</p>
EVALUATION CRITERIA -- 6. APPROACH (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p>20</p> <p>8</p> <p>12</p>	<p>13</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Gangi/Trademark

TOTAL POINTS (59)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity, including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p>15</p> <p>5</p>	<p>10</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p>	<p>15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Gangi/Trademark

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p>10</p> <p style="margin-left: 200px;">2</p> <p style="margin-left: 200px;">6</p> <p style="margin-left: 200px;">2</p>	<p>8</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p>15</p> <p style="margin-left: 200px;">5</p> <p style="margin-left: 200px;">5</p> <p style="margin-left: 200px;">5</p>	<p>7</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Gangi/Trademark

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p style="text-align: center;">15</p> <p style="text-align: center;">5</p> <p style="text-align: center;">3</p> <p style="text-align: center;">5</p> <p style="text-align: center;">2</p>	<p style="text-align: center;">9</p>
<p style="text-align: center;">EVALUATION CRITERIA -- 6. APPROACH (20 Points)</p>	<p style="text-align: center;">MAXIMUM POINTS</p>	<p style="text-align: center;">ALLOTTED POINTS</p>
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p style="text-align: center;">20</p> <p style="text-align: center;">8</p> <p style="text-align: center;">12</p>	<p style="text-align: center;">10</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Renaissance Oak, L.L.C.

TOTAL POINTS (74)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity; including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p style="margin-left: 100px;">15</p> <p style="margin-left: 100px;">5</p>	<p>20</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p>	<p>12</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Renaissance Oak, L.L.C.

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p style="text-align: center;">10</p> <p style="text-align: center;">2 6 2</p>	<p style="text-align: center;">7</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p style="text-align: center;">15</p> <p style="text-align: center;">5 5 5</p>	<p style="text-align: center;">7</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Renaissance Oak, L.L.C.

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p>15</p> <p>5</p> <p>3</p> <p>5</p> <p>2</p>	<p>11</p>
EVALUATION CRITERIA -- 6. APPROACH (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p>20</p> <p>8</p> <p>12</p>	<p>17</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Retirement Housing Foundation

TOTAL POINTS (86)

EVALUATION CRITERIA -- 1. PROJECT UNDERSTANDING (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The proposal demonstrates a clear understanding of the complexity of the development project with the residential and commercial composition with rental, ownership and subterranean parking requested by the City.</p> <ol style="list-style-type: none"> 1. Discussion in the Project Understanding that clearly indicates an understanding of the project complexity, including its neighborhood context, mix of residential types, multiple tenure types, mix of land uses (including retail and community space), and need to provide subterranean parking. 2. Discussion in other parts of the response and/or the response taken as a whole that clearly indicates an understanding of the project complexity. 	<p>20</p> <p style="margin-left: 100px;">15</p> <p style="margin-left: 100px;">5</p>	<p>18</p>
EVALUATION CRITERIA -- 2. DEVELOPMENT TEAM QUALIFICATIONS (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Proven ability that the development team has the experience and professional skills and resources to successfully develop this mixed-use project on schedule and within budget and to manage and operate the project upon completion.</p> <ol style="list-style-type: none"> 1. Experience with the required range of housing types. 2. Mixed-use development experience, specifically residential and retail. 3. Experience with the construction challenges and costs of subterranean parking. 4. General knowledge of and experience working within the City of Pasadena. 5. Evidence of prior working relationships among key team members, particularly the development, ownership and architectural members. 	<p>20</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p> <p style="margin-left: 100px;">4</p>	<p>15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Retirement Housing Foundation

EVALUATION CRITERIA -- 3. INDIVIDUAL EXPERIENCE (10 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The experience of the individual team members to be assigned to this project is commensurate with the professional skills required for successful completion. At a minimum, the individual skills required must include previous projects which demonstrate successful development, financing, design, construction, marketing, operation and property management for projects similar in size and scope to that required for the Heritage Square project. A company's record of local hiring will also be a factor in the evaluation process.</p> <ol style="list-style-type: none"> 1. A full service professional team that reflects the requisite disciplines for the project. 2. Each member of the team demonstrates the requisite experience for the discipline represented. 3. Experience with local hiring policies or programs. 	<p>10</p> <p style="margin-left: 100px;">2</p> <p style="margin-left: 100px;">6</p> <p style="margin-left: 100px;">2</p>	<p>7</p>
EVALUATION CRITERIA -- 4. FINANCIAL STRENGTH (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>Evidence of financial capacity to undertake this development project, including experience in securing public financing such as New Market Tax Credits, etc.</p> <ol style="list-style-type: none"> 1. Submitted appropriate, independently prepared or reviewed financial statements. 2. Demonstrated experience with the range of public financing programs that are likely to be considered and/or applied to this project. 3. Evidence of financial capacity and access to financial resources sufficient to successfully undertake a development of the complexity of this project. 	<p>15</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p> <p style="margin-left: 100px;">5</p>	<p>15</p>

City of Pasadena
**HERITAGE SQUARE DEVELOPMENT OPPORTUNITY
 REQUEST FOR QUALIFICATIONS -- EVALUATION INSTRUMENT**

PROPOSER: Retirement Housing Foundation

EVALUATION CRITERIA -- 5. SUCCESS OF PREVIOUS PROJECTS (15 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The extent to which the development team or individual members have successfully completed previous projects referenced in the proposal.</p> <ol style="list-style-type: none"> 1. The number of completed projects with principal elements closely matching that of the proposed project (i.e., senior housing, for sale and affordable housing; public financing; mixed-use). 2. Multiple development projects in the same jurisdiction. 3. Evidence of repeat business with the same public and private financing entities. 4. Number of years that the developer and/or owner entity or principals have been in business. 	<p>15</p> <p>5</p> <p>3</p> <p>5</p> <p>2</p>	<p>15</p>
EVALUATION CRITERIA -- 6. APPROACH (20 Points)	MAXIMUM POINTS	ALLOTTED POINTS
<p>The development team demonstrates an approach which is effective and with a clear decision-making process. All aspects of the project are linked to a successful completion within the development parameters required by the City.</p> <ol style="list-style-type: none"> 1. An accurate organizational chart and narrative which identifies the lead firm(s) and the individual to serve as primary liaison with the City staff and that explains the logical relationships among the development and operational members. 2. Demonstrated experience in conducting effective public outreach programs that are sensitive to community diversity as well as the issues and concerns of the surrounding neighborhood. 	<p>20</p> <p>8</p> <p>12</p>	<p>16</p>