

**REQUEST FOR QUALIFICATIONS  
EMERGENCY OPERATIONS FACILITY PROJECT  
FOR MARIN COUNTY**

**RESPONSE DUE DATE: MONTH DAY, 2010**

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**REQUEST FOR DEVELOPMENT TEAM  
QUALIFICATIONS  
FOR A NEW EMERGENCY OPERATION FACILITY  
DEADLINE TO SUBMIT IS MONTH DAY, 2010**

Jones Lang LaSalle (JLL), acting on behalf of the County of Marin (County), is requesting highly qualified Design / Development teams to respond to this Request for Qualifications (RFQ) for a team to design, finance and construct a new Emergency Operations Facility (EOF), which will house the County's Emergency Operations functions and portions of the Sheriff's Department. The County has identified a preferred site that is across Civic Center Drive from the Marin County Civic Center. However, the location and siting of the EOF is being studied in a Program Environmental Impact Report (EIR) that is currently underway. The EOF project will be built in two separate phases, but the County is looking for the selected team to design the entire project in a single phase.

This RFQ is the first stage of a three - stage solicitation which shall include the following:

- Stage 1: Request for Qualifications (RFQ)
- Stage 2: Request for Concept (RFC)
- Stage 3: Request for Proposal (RFP)

There will be a pre-submittal conference on Month Day , 2010 at 10:00 a.m. in the LOCATION. Respondents are strongly encouraged to attend. Consultants are also encouraged to attend and network with prospective developers.

Deadline to submit a response is Month (day), 2010 by 4:00 p.m. Solicitation text and attachments can be downloaded from the JLL's website at [www.marincountyeof.com](http://www.marincountyeof.com). For questions, please contact Bob Hunt at 206-354-1397 or by e-mail: [bob.hunt@am.jll.com](mailto:bob.hunt@am.jll.com)

For more project related background information, please see project website at [www.marineof.org](http://www.marineof.org)

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### Respondent Website

Jones Lang LaSalle (JLL) has created a website specifically for respondent teams during the solicitation process at [www.marincountyef.com](http://www.marincountyef.com).

### Public Website

The County's project website is at [www.marineof.org](http://www.marineof.org). We strongly encourage all respondents to familiarize themselves with the background information and downloadable documents on this website. Especially,

- EOF Program Summary
- EOF Facility Cost Estimate
- Jones Lang LaSalle's Project Delivery Plan
- Notice of Preparation (NOP)
- Marin County Civic Center Master Design Guidelines
- Board of Supervisors Letter & staff report – September 29, 2009

## SECTION 1.0 INTRODUCTION

### 1.1 PURPOSE OF SOLICITATION

To enhance emergency service needs of Marin County residents during a major disaster, the County of Marin is planning to construct a new Emergency Operations Facility (EOF) at or near the Marin County Civic Center Campus. This modern facility will be designed to incorporate the latest strategies and techniques in disaster relief, technology and construction. A modern facility meeting "essential services" standards is critical, and required by law, for disaster preparedness planning and response. This means that this building must remain operational and functioning after a major seismic event. The County's Office of Emergency Services is currently located in the Marin County Civic Center building and may be severely hindered in effectively responding to the public safety needs in the event of a major seismic event. Ensuring that our emergency services are secure in the event of a disaster is an important step in saving lives and limiting economic losses.

The Marin County Civic Center is located in the City of San Rafael, north of San Francisco. The 138 acre Civic Center campus consists of three principal elements which include the County government complex, the fairgrounds and other culturally related facilities, and a lagoon park. Most of the campus was master planned by renowned architect Frank Lloyd Wright, who received the commission from the Marin County Board of Supervisors in 1957. In 1991, the buildings and the 80 acres of land surrounding area were granted the status as a National Historic Landmark.

On July 14<sup>th</sup>, 2009, the Board of Supervisors (BOS) approved a two-phase building construction approach that initially builds approximately 54,600 SF of essential service space plus approximately 6,500 SF of ancillary space and carport in Phase I<sup>1</sup> and then builds the remaining approximately 27,700 SF of essential service space in Phase II.<sup>2</sup> Even though only the first phase will be built initially, the entire two phases are to be designed as one. The location and siting of the EOF is being studied through the Program EIR process currently underway and scheduled to be completed roughly December of 2010. A draft of the EIR is expected to be published by May 2010 and will inform the site to be used. The County has identified a preferred site located directly across from the Marin County Civic Center.

The County's objective is to select a Design/Development team (team) to design, partially finance and construct this mission critical project. To achieve this goal, Jones Lang LaSalle (JLL) invites highly qualified teams to respond to this Request for Qualifications (RFQ), which is the first stage of a three - step solicitation process for a new EOF.

### 1.2 OVERVIEW OF EACH STAGE OF THE SOLICITATION PROCESS

The solicitation process for a Design / Development team will be through a Qualifications Stage and a Building & Site Design Stage.

#### 1.2.1 Qualifications Stage:

##### Request for Qualifications (RFQ)

The RFQ is intended to identify highly qualified teams with experience in the development of comparable facilities who are interested in contracting with the County to design, finance and construct the EOF to best meet the County's objectives and programmatic requirements. Teams will be asked to provide background

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<sup>1</sup> Budget allowing, there may be the addition in phase one of approximately 7,200 SF to the ancillary building to support fitness and training activities

<sup>2</sup> The team may be requested as a part of phase I to design and build on the selected site a new Fire Station #7 of approximately 10,800 SF for the City of San Rafael.

on experience, resources and expertise needed to design, partially finance and construct a successful project on time and on budget. Past design and development experience, especially with similar types of projects, will be a critical factor in evaluating the RFQ responses. At a minimum, the submittal shall identify the lead "at risk" firm, the lead planning and design firm (s), the structural engineer, and other key partner firms. The "at risk" entity's current financial capacity, ability to secure a Guaranteed Maximum Price (GMP) and ability to provide partial financing will be important factors in determining the most qualified team. The County has set aside funds and will use Certificates of Participation (COPS) for this project. Both of these sources will provide equity of approximately \$45 to \$52 million towards the project's budget estimate of \$58 million. If partial financing is needed (depends on final costs) it will be provided by the "at risk" entity. We anticipate that this partial financing could range from \$6 to \$13 million.

Key criteria for RFQ evaluations will include the qualifications and experience of the team to:

- 1) Design and construct essential service and public safety facilities
- 2) Produce exceptional architectural designs that are sensitive to a project's historic site context and exhibit flexibility and an imaginative attitude toward solving design problems. The siting of the project may or may not be on the Civic Center campus.
- 3) Demonstrate financial ability to contract for the project to meet a guaranteed maximum price (GMP) and provide project financing
- 4) Have demonstrated ability to perform successful community engagement on projects

Through the RFQ, the top five (5) to seven (7) highly qualified teams will be identified. These teams will be invited to submit responses to a Request for Concept. JLL and the County reserve the right to either conduct interviews with RFQ respondents or select the most highly qualified team (s) without interviews.

#### **Request for Concept (RFC)**

The purpose of the RFC in the Qualifications Stage is to help the County and JLL evaluate which team has the best design philosophy and approach if the EOF site is ultimately chosen, after the Final EIR is approved, to be on the Civic Center campus, and not to develop a specific building design for a particular site. At the release of the RFC, JLL will identify a preliminary site for the short listed teams to focus their response on. To demonstrate knowledge of pertinent issues relating to this project, each team will be asked to create a site diagram and conceptual sketch of their vision for the EOF. The diagram and sketch should reflect findings and mitigations from the Draft EIR. Note, the final site will be determined at subsequent RFP stage. Each team will also be asked to participate in an interview with the Project Committee to discuss their vision, qualifications and project approach. Additional qualifications from sub-consultants will be required. In this stage, the selection process will be based upon the merits of a team's preliminary vision to support the architectural goals and aspirations of the project and their performance in the interview. The top three (3) to four (4) teams selected from the RFC stage will be invited to participate as Finalists in a subsequent Request for Proposal (RFP) stage. In addition, teams will also be required to review and comment on a draft Term Sheet that outlines the key contractual terms and conditions with the County.

#### **1.2.2. Building & Site Design Stage:**

##### **Request for Proposal (RFP)**

In the RFP stage and upon final selection of a site, the County plans to require the pre-qualified Finalist teams to submit building & site design drawings based upon an Architectural Program, and project budget provided with the RFP documents. The Project Committee with Advisory Groups will evaluate the quality of the designs submitted against the design goals for the project and for program adherence. Additionally, teams will be asked to submit a cost estimate with their designs that must demonstrate the design proposal submitted works within the budget for the project. Also, considerations at the RFP stage will

include the evaluation of a detailed project management plan encompassing the entire project starting at the Notice of Determination (NOD) of environmental review through design and construction, and other criteria to be in the RFP.

The proposal representing the best overall value to the County will be selected and the winning team will be invited to enter into an Exclusive Negotiation Agreement (ENA) with the County for the design, financing and construction of the EOF. For teams that adhere to all the RFP submittal requirements, it is anticipated that the County will pay a \$50,000 honoraria to losing teams at the RFP stage. The County will reserve the right to request a "Best and Final Offer" from the Finalists after their RFP submissions have been received.

Please note that these evaluation criteria are subject to change and will be finalized at the time that JLL and the County release the RFP.

**1.3 PROJECT SCHEDULE**

The goal of this overall Solicitation process is to select and contract with a highly qualified team by the 1<sup>st</sup> quarter of 2011. Provided below is a high level view of the current project schedule beginning with the issuance of the RFQ through the completion of Phase I construction.

Schedule (as of February 2010)																					
Year	8	2009				2010				2011				2012				2013			
Quarter	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Project																					
RFQ						■	■														
RFC							■	■	■												
RFP										■	■										
Project Design										■	■	■	■	■	■	■	■				
Environmental						■	■	■	■	■	■	■	■	■	■	■	■				
Construction																		■	■	■	■
Move In																					■

**1.4 PROJECT BACKGROUND**

**1.4.1. Determination of Project Need**

Marin County Civil Grand Jury Reports written in 1996, 2002 & 2008 concluded that the County needs a new Emergency Operations/Public Safety Facility. It is anticipated that the emergency communication and coordinating functions, currently located within the Historic Civic Center, would be severely hindered in effectively responding to the public safety needs of County residents after a major seismic event. Thus, the County has been conceptually planning for a new EOF since the 1998 Loma Preita earthquake. A modern EOF will increase the effectiveness of day-to-day public safety operations and will better ensure continuity of safety operations after a major disaster.

**1.4.2. Project Scope and Size**

It is anticipated that the new EOF will be approximately 82,300 SF with a separate ancillary building (not essential services) of approximately 17,600 SF and on and off-site improvements including surface parking for personnel and public. It is also possible that a new Fire Station #7 of approximately 10,800 SF will be built for the City of San Rafael as a part of this project.

A summary Program of Requirements for the site and facilities will be provided to teams that advance to the RFC stage. The full Architectural Program will be an attachment to the RFP and short listed teams will be asked to develop architectural designs that adhere to this Program as a part of their RFP submission. Specific details as to these submission requirements will be provided with the RFP documents.

### 1.4.3. Project Phasing

The entire project will be master planned and exterior shell designed during the project's initial stage. However, because of the significant costs of the Project, the County has selected to complete Construction Documents and construct the EOF in two phases described as follows:

#### 1.4.3.1. Phase 1

In Phase 1, the Main Building will house offices for the Marin County Sheriff Department, IST and MERA. The Main Building is approximately 54,600 SF and will contain the following departments and functions:

- Sheriff Department
  - Patrol Division
  - Technology Services Unit (TSU)
  - Office of Emergency Services including the EOC
  - Communications Division
- County Information Services & Technology (IST)
- Marin Emergency Radio Authority equipment (MERA)
- Training Classrooms, Wellness Center and building support spaces (possible add alternates. If budget does not allow for this scope, then this scope will be placed in Phase 2).

The Ancillary Building will be approximately 8,400 SF be used for the secured storage of Sheriff Department equipment, vehicles and supplies.<sup>3</sup>

Phase I may also include the build out of a new Fire Station #7 for the City of San Rafael. The fire station will be a separate facility from the main building.

#### 1.4.3.2. Phase 2

In Phase 2, the scope will include an attached or additional building to Phase 1 for the Sheriff's Administration functions. The Phase II building will be approximately 27,700 SF of essential service and 9,200 SF of ancillary space and is to include offices for the following departments:

- Sheriff and Command
- Administrative and Support Services Bureau
  - Civil and Documentary Services
  - Fiscal Services
  - Professional Standards Unit
- Field Services Bureau
  - Investigations Section
  - Identification Section
- Building support spaces

When the two Phases are complete, the EOF project will be considered as an integrated whole. A program summary can be found on the project website.

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<sup>3</sup> If budget allows, the ancillary building may be expanded to include approximately 7,300 SF of additional space to support fitness and training spaces

### 1.5 FINANCIAL AND CONTRACTURAL CONSIDERATIONS

There are two fundamental financial considerations and criteria that respondents must successfully address to be considered for selection, which include commitment to adhere to a guaranteed maximum price and to provide required partial financing.

#### 1.5.1. Guaranteed Maximum Price (GMP)

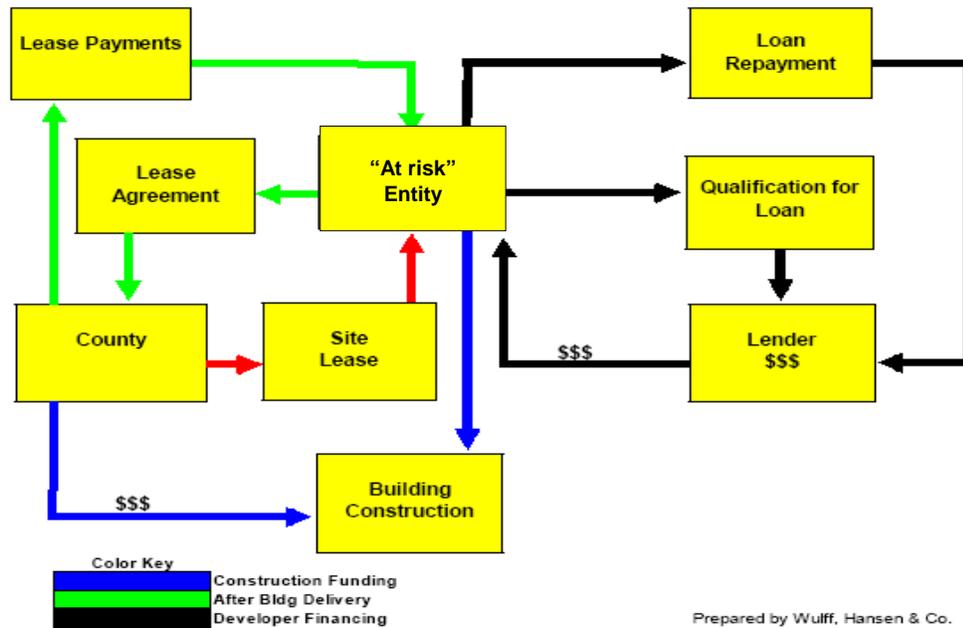
The successful team will be asked to enter into a contract with the County that provides a GMP for the construction and date certain for completion of the project, with liquidated damages for non-performance. Teams must clearly demonstrate to the County that they have the experience and financial resources necessary to sufficiently secure and perform to a GMP. Teams may be required to provide a secured letter of credit.

#### 1.5.2. Project Financing

Through money set aside and the use of Certificates of Participation (COPS), the County will provide equity of approximately \$45 to 52 million towards this project. The County's estimate of the total project cost for Phase 1 is approximately \$58 million as of September 2009. Depending on final costs, the remaining project balance will be provided by the "at risk" entity, an anticipated amount of \$6 to \$13 million. This financing will be secured by a lease with the County. Partial financing is required in order for the County to maintain funding flexibility and, therefore, the County may or may not enter into a lease agreement if County equity is sufficient to financing the project.

Teams must clearly demonstrate that they have the financial resources necessary to provide such financing. The collateral for this financing will be the EOF Building and the good faith and credit of the County. The County also requires an option to pay off the lease at any time during the lease term.

The diagram below depicts the financial plan and lease lease-back structure.



**NOTE:** If your firm is short listed during the RFQ stage, you will be required to provide a letter from your financial institution indicating that you can provide the lease financing to the level indicated. You will also be asked by your bonding company to provide documentation of your ability to provide a Performance Bond to

the total amount equal to the design and construction of the project, currently estimated at \$51.5 million (not including FF&E).

## 1.6 ENVIRONMENTAL IMPACT REPORT

The County of Marin will be preparing a Program Environmental Impact Report (EIR) for the new EOF. The EIR will evaluate the environmental impacts and site alternatives, pursuant to the California Environmental Quality Act (CEQA) and Marin County EIR Guidelines. The Program EIR will focus on a preferred EOF site location on the Marin County Civic Center Campus, but will also evaluate the impacts and alternatives for construction of the project on other sites within and off of the Civic Center Campus.

Pursuant to state and local guidelines implementing CEQA, the Marin County Community Development Agency - Planning Division will be the lead agency for the project. The Marin County Environmental Coordinator has determined that a full scope EIR is required. A full scope EIR covers all the fifteen topics listed below. Therefore, pursuant to CEQA Guidelines Section 15060(d) an Initial Study has not been prepared. Please refer to the Notice of Preparation (NOP) for more information.

The County has hired an environmental consultant to prepare the Program EIR. The EIR will focus on the following topical issues listed below:

1) Land Use & Planning	6) Transportation/Circulation	11) Public Services
2) Population & Housing	7) Biological Resources	12) Utilities & Service Systems
3) Geophysical	8) Energy & Natural Resources	13) Aesthetics/Visual Resources
4) Water	9) Hazards	14) Cultural Resources
5) Air Quality	10) Noise	15) Social & Economic Effects Related to Physical Impacts

## 1.7 PROJECT OBJECTIVES AND DESIGN VISION

### 1.7.1. Project Objectives (Subject to modification from input by the EIR consultant).

The County has identified the following objectives for the Project:

- Develop a facility that provides functionality for all Sheriff operations, the Emergency Operations Center, the County-wide emergency radio communications operations, the County's information technology backbone, and optionally integrate into the EOF project, a new City of San Rafael fire station, with continued operation of the existing fire station until the new station is constructed.
- Develop a facility that meets State Essential Service standards, including, but not limited to locating the facility on a site that is free of special hazards that would hinder essential services use.
- Develop a facility that is cost effective to construct.
- Develop a plan for construction of a facility that minimizes the time until the EOF is operational.
- Develop a facility that balances public safety and County operational needs for the Facility with protection of the environment.
- Design a facility that is compatible with the historic Civic Center.

Note, these objectives may be modified if the final site location is determined to not be on the Civic Center campus.

#### **1.7.2. Design & Sustainability Goals**

The design goal in the development of the Emergency Operations Facility (EOF) is to create a facility that symbolizes excellence in all categories of design and operations. The County sees this new building as an opportunity to build upon and enrich the iconic landmark campus (if site is on campus). While open to the creativity of the design team, the new building should be “contemporary” and respectful of Wrightian principles (again, if site is on the campus). The Design / Development team must be adept at handling a variety of issues including aesthetics, functional requirements, sustainable design and sensitivity to the historic site context. The example of the original Civic Center buildings exemplifies this design at its highest level and the EOF should build upon this rich tradition. Furthermore, the EOF project should exhibit environmental sensitivity through sustainable design. It is the expectation of the County that this facility will achieve at least a USGBC LEED® “Gold” certification for each phase of the project.

#### **1.7.3. Marin County Civic Center Master Plan Guidelines**

In December 2005, the County adopted the Marin County Civic Center Master Design Guidelines. These guidelines provide a framework for future development at the Civic Center Campus and form the foundation for this project’s Design Vision. Respondents must adhere to these Guidelines if site is on campus. The Guidelines can be downloaded at: [www.marineof.com](http://www.marineof.com).

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## SECTION 2.0 SUBMITTAL REQUIREMENTS

### 2.1 PRE-SUBMITTAL CONFERENCE

A pre-proposal conference will be held on DATE at TIME at LOCATION. Attendance is encouraged but it is not required to respond to the RFQ. The purpose of the conference is to present potential respondent teams with information about the project, solicitation process and proposal process. The conference will also provide a forum for interested parties to get answers to pertinent questions. For conference details and registration, please visit the JLL website.

### 2.2 SUBMITTAL SCHEDULE

#### 2.2.1. RFQ Submission Deadline

RFQ responses are due by 4:00 PM PST on DATE at Jones Lang LaSalle's offices in San Francisco. Any submissions received after 4:00 PM Pacific Time will not be considered.

#### 2.2.2. Submittal Delivery Instructions

Respondents are required to deliver their RFQ Responses (see format described in Section 2.4) to:

Name: Jones Lang LaSalle, c/o Harry Schoening/Bob Hunt

Address: One Front Street, Suite 300

San Francisco, CA 94111

tel +1 415 354 6907 fax +1 312 470 8267

Email: Bob.Hunt@am.jll.com

Harry.Schoening@am.jll.com

#### 2.2.3. Timetable for Review

JLL and the County will endeavor to follow the timetable set forth below (all days are calendar days unless otherwise noted); however, the timetable below is a guideline only and is subject to change in JLL's sole discretion and without prior notice:

<b>Issuance of RFQ:</b>	Release – Week 1
<b>RFQ Conference</b>	Week 2
<b>Question and Answer Period</b>	<b>Week 4</b>
<b>Responses to RFQ Due to JLL:</b>	Week 5, No later than 12:00 noon
<b>Notification of Non-Responsive offers:</b>	Week 7
<b>Respondent Interviews (If Requested):</b>	Week 8
<b>Short List Notification</b>	<b>Week 12</b>

### 2.3 RFQ QUESTIONS

Any questions regarding this RFQ should be submitted via e-mail to Bob Hunt at bob.hunt@am.jll.com by 12:00 noon Pacific Time on DATE. Respondents should not direct questions to any other person affiliated directly or indirectly with the County. Responses to respondent questions will be posted on the JLL website by DATE at 5:00 p.m. unless otherwise stated on the website. Additional information and project updates will be posted throughout

the response period. Those interested in responding to the RFQ should register on the JLL website to be added to mailing list to receive periodic updates and possible amendments to the RFQ.

## **2.4 SUBMITTAL FORMAT**

This section contains instructions on how to prepare and submit a response to this RFQ. Questions arising during submittal preparation must be addressed only to the designated project manager, Bob Hunt, referenced above. A concise, professional and complete response to the RFQ will help the Project Committee identify the most qualified team and will be indicative of the level of the respondent's commitment to the desired project. Any team selected to participate will need to meet all applicable County, local, State and Federal requirements.

The respondent shall follow the format specified in the following subsections. Each section of the submittal shall be tabbed according to the numbering system specified in this RFQ.

Any firm that fails to provide all of the information requested in the order requested is subject to disqualification from the solicitation process without further consideration.

### **2.4.1. Required Number of Proposal Copies**

Please submit twelve (12) bound copies, one (1) unbound, double-sided copy on standard weight paper (no heavy-weight paper), and one (1) CD-R including a PDF copy of your proposal. Note, email submissions will not be accepted.

### **2.4.2. Submission Presentation**

The entire RFQ response must be on 8 ½ x 11 recycled paper unless otherwise stated.

### **2.4.3. Page Limits**

The total page count for a proposal team's submission may not exceed thirty five (35) pages, including exhibits, tables and charts. The Cover page, Transmittal letter, Table of Contents, Executive Summary, audited financial statements, resumes, case studies and exhibits will not count towards the page count limitation.

## **2.5 SUBMITTAL ORGANIZATION AND CONTENTS**

Proposal Teams shall submit their qualifications in packages as specified below. Submissions should be clearly marked "RESPONSE TO MARIN COUNTY EMERGENCY OPERATIONS FACILITY REQUEST FOR QUALIFICATIONS." A completed response shall include all mandatory items as defined below (mandatory forms can be found in the Appendix of this document in the Attachments sections; electronic versions of these forms are available online for downloading at JLL website).

### **2.5.1. Cover Page**

The Cover Page shall include the title, submittal due date, name, address, telephone and fax numbers, and e-mail address of the principal contact.

### 2.5.2. Table of Contents

Each response shall contain a clearly marked Table of Contents outlining each of the sections of the team's submission and corresponding page numbers.

### 2.5.3. Cover Letter

The cover letter shall not exceed two (2) pages. Any changes to the submittal format or deletions of requested material shall be explained in the cover letter. The first sentence must state in boldface type:

***"This RFQ submittal is for the new Marin County Emergency Operations Facility."***

Additional cover letter inclusions:

- Identify the respondent's primary contact (include address, e-mail address and telephone number), responsible for all queries made during the intake and processing of the response.
- If proposing joint venture partners and subcontractors, include company name(s), the types of services to be provided by each, and the primary contact for each.
- The signatory shall be a person with legal authority to bind the prime, and key partners as required for this RFQ. **NOTE:** The signatory must be an employee of the "at risk" entity on the team that will be providing the GMP and project financing.

### 2.5.4. Submittal Requirements

The following exhibit defines the required proposal elements of the RFQ response:

RFQ SECTION	DESCRIPTION	REQUIRED CONTENT
2.5.1	Cover Page	
2.5.2	Table of Contents	
2.5.3	Cover Letter	Narrative
2.6	Design/Development Team Composition	a. Firm Submittal Forms (Attachment B) <sup>4</sup> <ol style="list-style-type: none"> <li>i. "At-Risk" Entity</li> <li>ii. Project Architect Firm</li> <li>iii. Design Architect Firm</li> <li>iv. Structural Engineering Firm</li> </ol> b. Financial Qualifications (Attachment F)
2.7	Project Related Experience	a. Team Case Studies (min. 3, max. 6 per firm)
2.8	Project Personnel	a. Identify Primary Team POC b. Key Personnel Submittal Forms (Attachment C) <ol style="list-style-type: none"> <li>i. Lead Project Manager</li> <li>ii. Lead Design Architect</li> <li>iii. Lead Technical Architect</li> <li>iv. Lead Structural Engineer</li> </ol>
2.9	Project Approach	a. Team Organization Chart b. Project Management
2.11	Additional Documents	

<sup>4</sup> Additional sub-consultants may be evaluated at the RFC stage

## 2.6 DESIGN / DEVELOPMENT TEAM COMPOSITION

### 2.6.1. Identification of "At-Risk" Entity

Identify the "at-risk" entity who will be contractually obligating to a GMP and be providing up to specified project financing, as well as any other key members of the team, including the actual project lead for day-to-day management of the Project and consultants who will be responsible for designing and implementing the project (name of individual, firm address, e-mail address and telephone number). At a minimum, the submittal shall identify the lead "at-risk" firm, joint venture partner firms, the lead planning and design firm(s) and the structural engineer. Other proposed consultants may be included, if known.

### 2.6.2. Identification of Primary Team Members

For each key firm identified, fill out the "Firm Description" form found in Attachment B. Once identified, the primary team member (s) shall not replace or add members to their team without written approval from the JLL. Additionally, the "at-risk" entity must complete Attachment F: Financial Capacity and Prior Litigation History. At a minimum, forms must be filled out for the following team members.

- (i) **"At-Risk" Entity** This will be the entity who will be considered "Prime" on the project and will, if selected, enter into a contractual relationship with the County for the design, financing and construction of the EOF. This partner must have the financial capabilities to provide and secure the County with a Guaranteed Maximum Price and may provide possible project financing as specified.
- (ii) **Project Architect** This will be the registered architect of record for the project and must have experience in essential use and public safety facilities, with a preference to State of California facilities.
- (iii) **Design Architect** (if different than Project Architect) This firm will be responsible for leading the design of the project and must demonstrate through awards and past projects their ability to provide exemplary design.
- (iv) **Structural Engineer** The structural engineer must have experience in essential use facilities, with a preference to State of California facilities.

## 2.7 PROJECT RELATED EXPERIENCE

Provide a minimum of three (3) and a maximum of six (6) development projects that are most comparable to the EOF project which have been completed by the team, including identification and a brief description of each project square footage, city and street address, construction costs, sources of financing (with contact references), construction/completion time frames and dates, and identification and role of the team members in the project.

Photographs and/or graphics of projects must be included. Especially include projects for essential use and public safety uses that involved extensive coordination, and demonstrated experience with public and community involvement. Client and public agency references related to these projects shall be included.

All projects are to have been completed within the last 10 years and no later than December 31, 2009.

## 2.8 PROJECT PERSONNEL

This section shall identify the contact person with primary responsibility for this Project, the key personnel proposed to work on this Project, and joint venture partners and subcontractors. The persons listed will be considered committed to the Project with no substitutions without prior agreement.

For each key individual identified for the Project, fill out the "Key Personnel Qualifications" form found in Attachment C. At a minimum, forms must be filled out for the following key individuals:

- Lead Project Manager

- Lead Technical Architect
- Lead Design Architect
- Lead Structural Engineer

## **2.9 PROJECT APPROACH**

### **2.9.1 Team Organization Chart**

Provide an organizational chart and succinct narrative describing the role and relevant background experience of each of the firms and key individuals who would be involved in implementation of the Project and address the availability of resources, experience and capabilities to assure timely implementation of the project.

### **2.9.2 Project Management**

Provide a description of your overall project management structure and a description of the reporting relationships and accountabilities between firms and individuals. Describe your approach to communications within your team and between your team and the County.

## **2.10 ADDITIONAL REQUIRED DOCUMENTS**

This section shall include required documents not requested in other sections of the submittal.

### **2.10.1 Financial Capacity and Litigation History**

Respondent team must provide financial statements and other documentation as required to demonstrate the "at risk" entity's financial strength, as requested in Attachment E.

## SECTION 3.0 SELECTION PROCESS & EVALUATION CRITERIA

### 3.1 OVERVIEW OF SELECTION PROCESS

#### 3.1.1. Project Committee

The Project Committee will be comprised of County Staff and private sector subject matter experts. The Project Committee will review the submitted responses and select five (5) to seven (7) short list Design / Development teams to proceed to the Request for Concept phase.

#### 3.1.2. Selection Process

The Project Committee will evaluate submissions based on the quality of the materials submitted pursuant to Section 2.0 of this RFQ. Those materials will be evaluated based on their completeness, feasibility, innovation, and responsiveness to the County's stated project objectives.

#### 3.1.3. Pass/Fail Determination

In evaluating the RFQ submissions, pass/fail criteria will be evaluated first. The categories of pass/fail criteria for evaluation are established in Section 3.2 below.

Any submission that does not earn a passing mark on all of the pass/fail criteria may be deemed non-responsive and rejected. The Project Committee will determine in its sole discretion whether each submission is responsive. For any team considered non-responsive, JLL shall notify such respondent within 21 business days after RFQ submission deadline. JLL and the County reserve the right to seek clarifications as required from respondents.

#### 3.1.4. Possible Interview

JLL and the County reserve the right to make a selection without conducting team interviews. Any of teams may be asked to be interviewed directly with the Project Committee.

### 3.2 PASS/FAIL CRITERIA

Pass/fail criteria will be used for any issue that if not properly addressed and would give JLL and the County cause to disqualify a team from consideration regardless of the merits contained in the balance of their submission. The following are criteria for which pass or fail marks will be determined:

- Adherence to all submittal requirements and accuracy of the information provided
- Willingness and ability to provide the County with a Guaranteed Maximum Price (GMP) for the design and construction of the EOF and evidence indicating that the team can provide project financing as specified herein
- Demonstrated past successful experience with essential use and public safety facilities

### 3.3 PROCESS FOR EVALUATION

All proposals that meet the mandatory pass/fail criteria will then be evaluated based on each section listed below.

### 3.4 EVALUATION CRITERIA

3.4.1. Capabilities of "At Risk" Entity -The following items will be the key criteria by which submissions will be evaluated:

**3.4.1.1. Firm Experience**

- a. Experience on essential use and public safety facilities
- b. Record for delivering projects on time and on budget
- c. Past record of performance on projects under a GMP structure
- d. Financial capabilities (assuming minimum requirements are met)
- e. Insurance requirements (assuming minimum requirements are met)
- f. Claims, litigation and arbitration history
- g. Experience with community outreach

**3.4.1.2. Experience of Key Personnel on Similar Projects**

- a. Project management experience
- b. Past experience working with other firms on the overall team
- c. Sustainable design and LEED certification experience
- d. Educational background
- e. References

**3.4.2. Design Team Experience** - team shall, at a minimum, include the following disciplines: (i) Project Architect of Record; (ii) Design Architect (if different from Project Architect); and (iii) Structural Engineer. The following items will be the key criteria by which submissions for this section will be evaluated:

**3.4.2.1. Architectural Firm(s)****3.4.2.1.1. Firm(s) Capabilities**

- a. Size, background, services provided and location(s)
- b. Experience on essential use and public safety facilities
- c. Design experience within historical context
- d. Demonstrated ability to produce award winning design
- e. Sustainable design and LEED certification experience
- f. Past experience working with other firms on the overall team
- g. Experience and past performance in community outreach
- h. Insurance
- i. Claims, litigation and arbitration history
- j. Record for delivery projects on time and on budget

**3.4.2.1.2. Experience and availability of Key Personnel**

- a. Identified role on project
- b. Location of office and statement of availability
- c. Past experience with essential use and public safety facilities
- d. Past experience with producing projects within a historic context
- e. Demonstrated ability to create award winning design
- f. Licensing, educational background and registration
- g. Location of office and statement of availability
- h. Awards relevant to this project
- i. References

**3.4.2.2. Structural Engineering Firm****3.4.2.2.1. Firm Capabilities**

- a. Size, background, services provided and location (s)
- b. Experience on essential use and public safety facilities
- c. Sustainable design and LEED certification experience
- d. Insurance
- e. Claims, litigation and arbitration history

- 3.4.2.2. Experience of Key Personnel on similar projects
  - a. Past experience with essential use and public safety facilities
  - b. Past experience working with other firms on the overall team
  - c. Licensing, educational background and registration
  - d. Location of office and statement of availability
  - e. References

### **3.4.3. Project Approach**

The following items will be the key criteria by which submissions for this section will be evaluated:

1. Description of your team's "Value Proposition" and unique expertise your team brings to this project.
2. Understanding of project scope and sensitivities
3. Team organizational chart and description of reporting relationships
4. Overall project management structure and accountabilities

### **3.4.4 Experience working in Marin County and/or working with Marin County**

## **SECTION 4.0 DECLARATIONS & ADDITIONAL INFORMATION**

### **4.1 RIGHTS PERTINENT TO SOLICITATION**

#### **4.1.1 Right to Reject**

JLL and the County reserve the right to reject all submittals for any reason without indicating reasons for said rejection.

#### **4.1.2 Right to Amend**

JLL and the County reserve the right to amend this solicitation by addendum. Addenda will be posted on the JLL website. It shall be the respondent's responsibility to check the website, up to the final submittal date, for any possible addenda.

#### **4.1.3 Financial Responsibility**

JLL and the County accept no financial responsibility for any costs incurred by the respondent. All submittals become JLL and County property and may be used in any way deemed appropriate.

#### **4.1.4 Period of Consideration**

Submittals will be considered valid through January 1, 2011.

### **4.2 WITHDRAWAL OF SOLICITATION**

JLL reserves the right to withdraw this solicitation at any time without prior notice and makes no representation that any agreement will be awarded to any respondent. Additionally, JLL expressly reserves the right to postpone opening responses to this solicitation for its own convenience, and/or to waive any informality or irregularity in the responses received.

### **4.3 CONTACT WITH COUNTY PERSONNEL**

#### **4.3.1 Point of Contact for Procurement-related Questions**

Questions regarding this solicitation shall be directed only to:

Bob Hunt  
Senior Vice President  
Jones Lang LaSalle  
Telephone: 206-354-1354  
E-mail: [bob.hunt@am.jll.com](mailto:bob.hunt@am.jll.com)

#### **4.3.2 Contact with County Personnel**

Please note that any direct contact with County personnel, members of the Project Committee, project consultants or other project advisory group members about this project may be grounds for disqualification of the team.

### **4.4 FORMAL APPROVAL OF EXCLUSIVE NEGOTIATION AGREEMENT (ENA)**

The respondent understands that issuance of this solicitation does not commit JLL or the County to enter into an ENA, to pay any costs incurred in the preparation of a response to this solicitation, or to initiate an ENA. The

respondent should note that the execution of any agreement pursuant to this solicitation is dependent upon the approval of the County Board of Supervisors.

#### **4.5 INDEPENDENT CONTRACTOR STATUS**

The respondent agrees, if selected, that the services shall be performed as independent contractor(s) and not employee(s) of the County. The County shall not be considered the employer or joint employer of, or with the officer(s), employee(s), or agent(s) of, the respondent. The respondents understands, if selected, they shall have the sole responsibility for deciding the manner and means of providing the services, except as outlined in the final contract and its attachments or exhibits. In instances in which the respondent acts as a designated agent for the County for the purpose of conducting public hearings or permit acquisition, the respondent shall sign a letter of authorization provided by the governing agency (e.g., water board, Board of Supervisors).

#### **4.6 PUBLIC DISCLOSURE**

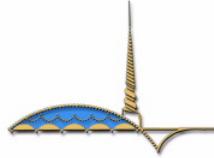
The respondent understands that as a general rule all documents received by the County are considered public records. Therefore, all submittals shall be made available for public inspection according to applicable disclosure rules and regulations. If the respondent considers his or her submittal proprietary and/or otherwise exempt from disclosure he or she must submit a written request for a determination of whether the documents can be withheld from public disclosure no later than 15 days prior to the due date of the submittal. The County legal counsel shall make a determination of confidentiality. If a determination is not obtained prior to the submittal deadline, all document(s) may be subject to public disclosure.

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## INDEX OF ATTACHMENTS

- ATTACHMENT A. Design / Development Team Declaration
- ATTACHMENT B. Firm Submittal Forms
- C1 – Lead firm (“at-risk” entity)
  - C2 – Project Architect
  - C3 - Lead Design Architect (if different than project architect)
  - C4- Structural engineering firm
- ATTACHMENT C. Key Personnel Submittal forms
- D1 – Project manager
  - D2- Technical lead architect for essential use facility
  - D3 – Lead Design architect
  - D4 – Structural design lead
- ATTACHMENT D. Case Study Templates
- ATTACHMENT E. Financial capacity and prior litigation history

**ATTACHMENT A:  
DESIGN / DEVELOPMENT TEAM DECLARATION**



**ATTACHMENT A:  
TRANSMITTAL FORM**

**Proposer (Team's Lead Entity)**

\_\_\_\_\_  
(Name of Company)

\_\_\_\_\_  
(Point of Contact)

\_\_\_\_\_  
(Street Address)

\_\_\_\_\_  
(Telephone Number)

\_\_\_\_\_  
(City, State and Zip Code)

\_\_\_\_\_  
(Fax Number)

\_\_\_\_\_  
(Country)

\_\_\_\_\_  
(Email Address)

**1. Statement of Understanding of RFQ Intent.**

I hereby certify that I have read the Request for Qualifications in its entirety and understand that if selected to participate in subsequent phases of this solicitation that my firm will be competing to be selected to provide services related to the design, construction, and partial financing of the Marin County Emergency Operations Facility under a Guaranteed Maximum Price contract.

**2. Statement of Authority to Release Proprietary Information**

There will be no public opening of RFQ submissions will be confidential until the project has been awarded. Jones Lang LaSalle shall have the right to duplicate, use, or disclose any of the submitted data as required in support of the execution of the Marin County Emergency Operations Facility project. This restriction does not limit Jones Lang LaSalle's right to use information contained in this data if it is obtained from another source without restriction. Offerors should be aware, however, that Jones Lang LaSalle may share financial information with County officials, if requested as part of their oversight function.

I hereby certify that I approve of the release of the information in all proposal submittals to the County, Jones Lang LaSalle, and its subcontractors, for the purpose of providing evaluation of this submission. I further understand the information on these documents will be treated confidentially by Jones Lang LaSalle and its subcontractors to the extent allowed under the (Law CPRA and FOIA).

3. **Conflicts of Interest**

I hereby certify that to the best of my knowledge no present or potential conflict of interest exists between the above-identified Offeror and the County or Jones Lang LaSalle.

4. **Receipt of Amendment(s)** [insert amendment number, if applicable] is acknowledged.

Authorized representative and signatory for Offeror:

---

(Print) Name

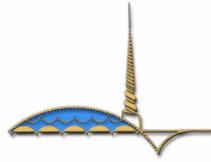
Title

Date

---

Signature

**ATTACHMENT B:  
FIRM SUBMITTAL FORMS**



1. **Summary of Team Members** - For each of your team's key members, please provide the following information:

- **Name of Offering Entity** – please indicate Offeror team name and primary point of contact:

\_\_\_\_\_

(Name of Entity) (Point of Contact)

- **Team Members** – Please identify the firms proposed for the offeror team:

Role in Team	At-Risk Entity	Design Architect	Project Architect	Structural Engineer
Name of Firm				
Address				
Primary Point of Contact				
Tel/ Email				

- **Licensure** – All Offerors are required to provide licensing information for their team’s Project Architect and Structural Engineer. Please provide the following required information:

Design Architect’s license number		Name under which the license is held	
Expiration date			
Has this license ever been revoked?			Yes      No
If yes, please explain:			
Has a complaint ever been filed with the State License Board against the Architect, its predecessors, or license listed above, that required a formal hearing or inquiry?			Yes      No
If yes, please explain each incident:			

Structural Engineer’s license number		Name under which the license is held	
Expiration date			
Has this license ever been revoked?			Yes      No
If yes, please explain:			

Has a complaint ever been filed with the State License Board against the Architect, its predecessors, or license listed above, that required a formal hearing or inquiry?	Yes	No
If yes, please explain each incident:		

**2. Summary of Firm Experience**

- a.) Each respondent must demonstrate prior experience and success with projects similar to that contemplated in this RFQ. The Respondent shall present a minimum of three (3) and up to five (5) of its most relevant projects that demonstrate success in a minimum of two essential use and public safety projects (including at least one project that entails issues related to designing within an historic context), as well as any experience with guaranteed maximum price and/or public-private development partnerships.
- b.) Projects should be those with which the Respondent has had primary involvement, must have been completed within the past ten (10) years, and may include illustrative material submitted as an appendix.
- c.) Please complete the following forms in their entirety. Respondents must provide completed forms for each Team Member:
  - 1. B1 – Lead firm (“at-risk” entity)
  - 2. B2 – Project Architect
  - 3. B3 - Lead Design Architect (if different than project architect)
  - 4. B4- Structural engineering firm

\*Note: If you need more space to expand on any section, you may insert additional pages.

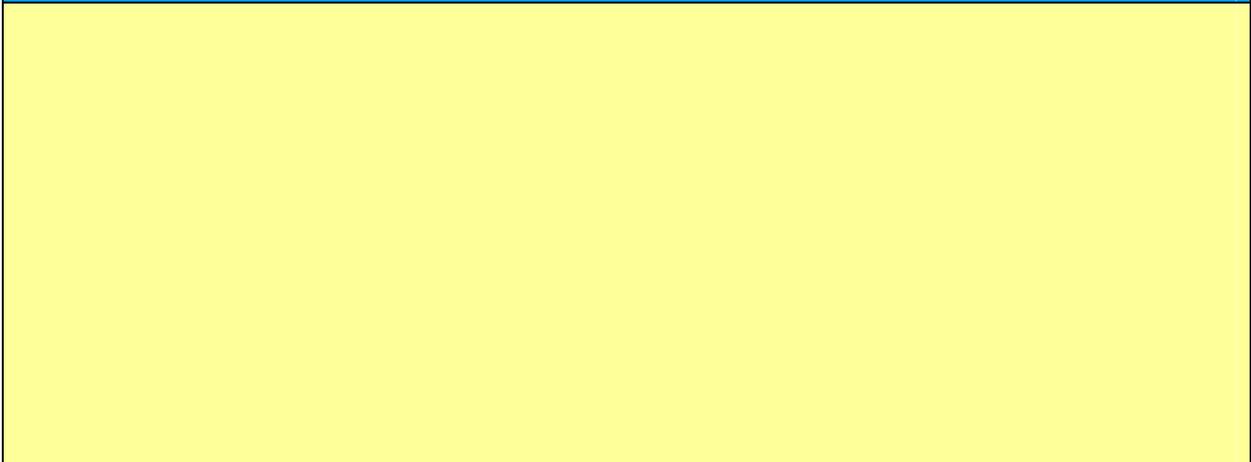
**FORM B1: AT-RISK ENTITY**

AT-RISK ENTITY	
Company Name	
Primary Contact Person	
Contact Person's Title	
Address	
City, State	
Dun & Bradstreet #	
Federal Tax ID	
Telephone	
Fax	
E-Mail	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A LOWER EVALUATION SCORE. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
1. Provide a brief corporate background and firm description.	
2. List all projects you have built under a guaranteed maximum price agreement.	
3. Describe your corporate management approach to the design and construction of essential use facilities.	





7. Please describe your experience working on past projects with other firms on your team, including the nature of the work performed and the size of the project for each firm.



8. "At-risk" Entity Financial Summary

Note: Information provided herein will be used by Jones Lang LaSalle and the County for the sole purpose of evaluating the financial strength of the Offering entity in association with this project, and shall be protected accordingly.

1. **Financial Capacity**– Please provide the following:
  - a. Audited financial statements for the most recent three (3) fiscal years, accompanied by either an audit of review report prepared by an independent Certified Public Accountant.
  - b. Letter from financial institution in support of available lines of credit or other facilities.
  - c. Schedule indicating contracts which have been awarded to you, and reconciling the original award, any amendments, completed portion and uncompleted portion of such contracts. This is your backlog of work awarded but not yet complete.
2. **Surety and Bonding** – Attach a letter of interest from the bonding company that you intend to use for this project (at the RFP stage, you will be required to provide a notarized statement from this entity indicating a performance and payment bond for the estimated value of the EOC project).
  - a. Indicate the Name, Address and Contact information in the letter
  - b. Provide a minimum of 3 past projects to include the project name, location, amount bonded, and percentage completed as of January 01, 2010.
3. **Insurance** – You will be required to have the following types of insurance for (Amount of liability coverage) Team shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damage to property which may arise from, or in connection with, the performance of the work

hereunder by the team, his agents, representatives or employees.

### MINIMUM SCOPE OF INSURANCE

Coverage shall be at least as broad as:

1. Insurance Services Office form number CG 00 01, or its equivalent, covering Commercial General Liability on an occurrence basis.
2. Insurance Services Office form number CA 00 01, or its equivalent, covering Automobile Liability code 1 (any auto)
3. Workers' Compensation insurance as required by the State of California and Employers' Liability.
4. Professional Liability (Errors and Omissions)

### MINIMUM LIMITS OF INSURANCE

Design / Development team shall maintain limits no less than:

1. Commercial General Liability \$1,000,000 per occurrence for bodily injury, personal injury and property damage with a general aggregate limit which applies either separately and specifically to this contract or is twice the required occurrence limit or \$2,000,000.
2. Automobile Liability: \$1,000,000 per accident for bodily injury and property damage
3. Employer's Liability: \$1,000,000 per accident for bodily injury or disease.
4. Professional Liability: \$1,000,000 per incident.

### Deductibles and self-insured retentions:

Any deductible or self-insured retention must be declared to and approved by the County of Marin. At the option of the County of Marin, either the insurer shall reduce or eliminate such deductible or self-insured retention or the team shall provide a financial guarantee satisfactory to the County of Marin guaranteeing payment of losses and related investigations, claim administration and defense expenses in such a form that the county may conclusively rely thereon.

### Other insurance provisions:

The commercial general liability policy is to contain, or be endorsed to contain, the following provisions:

1. The County of Marin, its officers, employees and volunteers are to be covered as additional insured with respect to liability arising out of work or operations performed by team for or on behalf of the County of Marin. The additional insured endorsement shall be furnished in the format of Insurance Service Offices form # CG 20 10 11 85 or its equivalent.
2. Each insurance policy shall be required to be endorsed to state that coverage shall not be cancelled or terminated except after thirty days written notice (10 days for cancellation of non-payment of premium) to the County Administrator's Office – Risk Management Division.
3. For any claims related to the Project, team's insurance coverage shall be primary insurance as respects the County of Marin. Any insurance or self-insurance maintained by the County of Marin shall be excess of team insurance and shall not contribute with it.
4. With respects the professional liability, if this coverage is provided on a claims-made basis with a "retroactive date" either prior to the date of the Contract or the beginning of the contract work; coverage must extend to a minimum of twelve (12) months beyond completion of the contract work. If coverage is cancelled or non-renewed, and not replaced with another claims-made policy form with a "retroactive date" prior to the Contract effective date, the team must purchase "extended reporting" coverage for a minimum of twelve (12) months after completion of contract work.

### Builders Risk Insurance

1. Team shall purchase and maintain builders risk insurance on a replacement cost basis with a limit at least equal to the initial Contract Sum. This insurance shall be maintained until final acceptance of the Project by the team and the County of Marin or until no person or entity other than the team and the County of Marin has an insurable interest in the covered property, whichever is earlier. This builders risk insurance shall include the interest of team, the County of Marin, contractor, subcontractors and sub-subcontractors in the Project.
2. Insurance shall be on an "All Risk" or equivalent policy form. Coverage shall include debris removal and demolition occasioned by a covered loss. Insurance shall cover reasonable compensation for architects, engineers and contractor's services and expenses required as a result of such covered loss. Coverage for other perils such as flood and earthquake or for loss caused by the enforcement of any applicable ordinance or law shall not be required unless otherwise provided in the Contract.

This builders risk insurance shall cover all of the following types of property:

- i. All structures to be constructed, under construction, and/or already constructed;
  - ii. All materials, equipment, machinery and supplies which are to be incorporated into the Project;
  - iii. Temporary structures of any nature whatsoever, and
  - iv. Underground property, including but not limited to, foundations, pump stations, pumps, pipes, drains, tanks and connections.
3. Team shall be responsible for payment of any deductibles applicable under this builders risk insurance, boiler and machinery insurance or other property insurance applicable to the Project.
  4. Unless otherwise provide in this contract, this builders risk insurance shall cover materials incorporated into the Project which are off site and also such materials in transit.
  5. This builders risk insurance shall insure against loss or damage by the boiler and machinery perils (including testing) with limits and scope of coverage that are deemed satisfactory by the County of Marin. This insurance shall also include the interests of the County of Marin, Contractor, subcontractors and sub-subcontractors in the Project.
  6. All parties under this Contract waive all subrogation rights against each other for property damage to or loss of use of the Project to the extent that such property damage or loss of use is covered by this builders risk insurance, boiler and machinery insurance or other property insurance applicable to this Project. The policies shall provide such waivers of subrogation by endorsement.
  7. Any loss covered under this builders risk insurance, boiler and machinery insurance or other property insurance applicable to this Project shall be payable to team as fiduciary for the insured, as their interests may appear. The Contractor shall pay subcontractors their just shares of insurance proceeds received by the Contractor, and by appropriate agreements, written where legally required for validity, shall require subcontractors to make payments to their sub-subcontractors in similar manner.

8. Team, as fiduciary, shall have the power to adjust and settle a loss with insurers.
9. Partial occupancy or use in accordance with the provisions of the policy that pertain to partial occupancy or use shall not commence until the builders risk insurer has granted permission by endorsement or otherwise for the County of Marin to partially occupy or use any completed or partially completed portion of the Project at any stage of construction. Reasonable steps shall be taken to obtain such permission by the team.
10. The insurance required by this paragraph is not intended to cover machinery, tools or equipment owned or rented by the contractor, or its subcontractors which are utilized in the performance of the Project but not incorporated into the permanent improvements. The contractor and its subcontractors shall, at their own expense, purchase and maintain property insurance coverage for owned, leased or rented machinery, tools or equipment. The contractors and its subcontractors hereby waive all rights against the County of Marin and its elected and appointed officials, agents, employees and consultants for property damage to or loss of use of such machinery, tools or equipment to the extent that such property damage or loss of use is covered by the contractor's or subcontractor's property or equipment floater insurance or other similar property insurance maintained by the contractor or its subcontractors. The policies shall provide such waivers of subrogation by endorsement or otherwise.

**Acceptability of Insurers.**

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A- VII for those insurers licensed in the State of California. Insurers not licensed in the State of California (i.e. non-admitted insurers) shall have a current A.M. Best's rating of no less than A- X.

**VERIFICATION OF COVERAGE**

Team shall furnish the County of Marin with original certificates of insurance and required amendatory endorsements. All certificates and endorsements are to be received and approved by the County of Marin *before the work or service commences*. Thereafter, at annual renewal, current certificates shall be provided to County of Marin, Risk Management.

**APPLICABILITY TO CONTRACTORS**

In addition to the above insurance requirements, if team is to hire a contractor under this Agreement, team shall require contractor to name the County of Marin as additional insured under this Agreement. It shall be team's responsibility to collect and maintain current evidence of insurance provided by its contractors and its subcontractors. All required coverages for contractor shall be subject to all of the requirements stated herein, with the exception of builders risk insurance and professional liability insurance, unless the exposure exists for the contractor.

4. **Letters of Reference from Financial Institution** - Attach a letter of interest from the one or more financial institutions with whom you have a working relationship.
  - a. Indicate the Name, Address and Contact information in the letter.
  - b. Indicate most recent 2-3 projects for which this institution has been primary lender to your firm, and include the project name, location, amount of loan, and project completion date.

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**FORM B2: PROJECT ARCHITECT**

PROJECT ARCHITECT (ARCHITECT OF RECORD)	
(entity that will be responsible for certification of drawings and plans, as well as design process oversight, quality assurance and construction administration)	
Company Name	
Contact Person	
Contact Person's Title	
Address	
City, State	
Dun & Bradstreet #	
Federal Tax ID	
Telephone	
Fax	
E-Mail	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A LOWER EVALUATION SCORE. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
1. Provide a brief corporate background and firm description.	
2. List noteworthy accomplishments achieved during the past 10 years (regional, national, and international awards) with an emphasis on projects similar to the Emergency Operations Facility.	
3. Describe your corporate approach to the design of Essential Use Facilities.	

[Empty yellow response area]

4. Provide a description of experience designing projects within a historic context.

[Empty yellow response area]

5. Describe your approach to quality assurance and design process management to assure on-time, on-budget delivery with minimum change orders.

[Empty yellow response area]

6. Provide your firm's approach to Sustainability and a listing of experience designing sustainable and LEED certified projects

[Empty yellow response area]

7. Provide a list of relevant ongoing and completed Essential Use projects completed within the past 10 years.

Project Cost	Project Name, Location and Occupancy Type	Gross Square Footage	Start Date	Completion Date


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8. Please describe your experience working on past projects with other firms on your team, including the nature of the work performed and the size of the project for each firm.

9. Describe your experience working with local, city, state and/or federal Government.

10. Were any of these projects subject to litigation, arbitration, claims? If yes, describe the outcome.

**FORM B3: LEAD DESIGN ARCHITECT**

LEAD DESIGN ARCHITECT	
(entity that will be responsible for the design concept development)	
Company Name	
Contact Person	
Contact Person's Title	
Address	
City, State	
Telephone	
Fax	
E-Mail	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A LOWER EVALUATION SCORE. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
1. Provide a brief corporate background and firm description.	
2. List noteworthy accomplishments achieved during the past 10 years (regional, national, and international awards).	
3. Provide a corporate approach to the design of essential use facilities.	



7. Please describe your experience working on past projects with other firms on your team, including the nature of the work performed and the size of the project for each firm.				
9. Describe your experience working with local, city, state and/or federal government.				

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**FORM B4: STRUCTURAL ENGINEERING FIRM**

STRUCTURAL ENGINEERING FIRM	
Company Name	
Contact Person	
Contact Person's Title	
Address	
City, State	
Telephone	
Fax	
E-Mail	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A LOWER EVALUATION SCORE. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
1. Provide a brief corporate background and firm description.	
2. Describe your corporate approach to the structural design for essential use facilities, and how you will interface with the design architect.	
3. Provide a description of any notable experience within the past 10 years that has received awards or recognition.	

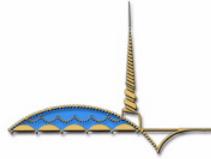


7. Please describe your experience working on past projects with other firms on your team, including the nature of the work performed and the size of the project for each firm.

8. Describe your experience working with local, city, state and/or federal government.

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**ATTACHMENT C:  
KEY PERSONNEL SUBMITTAL FORMS**



- d.) **Summary of Key Personnel** - Please complete the forms for each of your team's Key Personnel:
1. C1 – Project Manager
  2. C2 – Technical Lead Architect
  3. C3 - Lead Design Architect
  4. C4 – Structural Design Lead
3. **Instructions** - Please provide a minimum of two (2) projects for each key personnel member (and a maximum of four (4)) and include at least two (2) references for each project provided. Please note, references may not be other members of the Proposer's team.
- Using the template format, you may insert new pages as necessary to accommodate additional projects and/or relevant project information requested herein.

### FORM C1: PROJECT MANAGER

1. Please indicate the name and primary point of contact for your team's Project Manager.

\_\_\_\_\_

(Name of Firm)

\_\_\_\_\_

(Name of Project Manager)

2. **Summary of Experience for Project Manager** – Please complete the experience matrix using the template below:

QUALIFICATIONS	
Name of Project Manager	
Title	
Brief Description of Current Responsibilities	
Years of Experience	
Education	
Affiliations	
1. Please describe your prior experience and qualifications as a project manager.	
2. Please describe your experience working professionally on behalf of local, city, state, and/or federal Government agencies.	

**PROJECT EXPERIENCE**

**INSTRUCTIONS:** *Using the template below, and inserting new pages as necessary for additional projects, please provide details for a **minimum of two (2) Projects** that are directly attributable to the work of the At-Risk Firm's Project Manager.*

DRAFT

PROJECT 1 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Planned Construction Start Date				
Construction Completion				
Was the project completed on time? If not, why?				
Client/User Initial Construction Budget				
Final Construction Cost				
Was the project completed within budget? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				

Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
<b>PROJECT DETAILS</b>	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
<p>The At-Risk Entity's Project Manager (PM) shall address the following issues on the above referenced project:</p>	
<p>1. Provide a brief summary of primary responsibilities for the referenced project.</p>	
<p>2. Describe how the reference project was similar in scope to the project description for this requirement (minimum of 2 Essential Use facilities required to be submitted by the PM).</p>	
<p>3. Describe unanticipated problems and explain how they were resolved.</p>	
<p>4. Describe problems associated with change orders.</p>	

5. Describe any litigation or claims in connection with the project, including basis and result.
6. Identify (a) any significant problems that occurred during design and construction, and what was done to mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.
7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.
Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

PROJECT 2 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
<b>Key Team Members Names and Phone Numbers for Referenced Project</b>				
Owner/Developer				
Project Manager (PM)				
Architectural or Architectural/Engineering Firm				
Lead Designer (LD)				
General Contractor (GC)				
<b>PROJECT DATA</b>				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Planned Construction Start Date				
Construction Completion				
Was the project completed on time? If not, why?				
Client/User Initial Construction Budget				
Final Construction Cost				
Was the project completed within budget? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				
Name				
Current address of reference				
Current phone number of reference				

Role of the named reference in the project	
E-mail address of reference	
Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	

DRAFT

PROJECT DETAILS
NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.
The At-Risk Entity's Project Manager (PM) shall address the following issues on the above referenced project:
1. Provide a brief summary of primary responsibilities for the referenced project.
2. Describe how the reference project was similar in scope to the project description for this requirement (minimum of 2 Essential Use facilities required to be submitted by the PM).
3. Describe unanticipated problems and explain how they were resolved.
4. Describe problems associated with change orders.
5. Describe any litigation or claims in connection with the project, including basis and result.
6. Identify (a) any significant problems that occurred during design and construction, and what was done to

mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.

7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.

Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

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**FORM C2: ARCHITECT OF RECORD**

1. Please indicate the name and primary point of contact for your team's Architect of Record.

\_\_\_\_\_

(Name of Firm) (Name of Architect of Record)

2. **Summary of Experience for Architect of Record** – Please complete the experience matrix using the template below:

QUALIFICATIONS	
Name of Architect of Record	
Title	
Brief Description of Current Responsibilities	
Years of Experience	
Education	
Affiliations	
1. Please describe your prior experience and qualifications as an Architect of Record.	
2. Please describe your experience working professionally on behalf of local, city, state, and/or federal government agencies.	
3. Does your team have Bay Area essential service experience? If so describe. Are you located in the Bay Area?	



PROJECT 1 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				
Construction Completion				
Was the project completed on time? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				

Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	

**PROJECT DETAILS**

NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.

The Architect of Record shall address the following issues on the above referenced project:

1. Provide clear statement of the Architect of Record's duties and responsibilities for the referenced project.

2. Describe how you assured that design concept was preserved while integrating all disciplines into the overall design process and how you ensured a high level of quality throughout the design and construction process.

3. Describe how the referenced project was similar in scope to the project description for this requirement, particularly with respect to being an essential use facility for multiple tenants.

4. Discuss any impacts to the design caused by design changes. How did these changes impact the design or construction schedule?

5. Is this a project designed in a historic context? If yes, please describe. If not, please describe your experience with historically significant projects.

6. Identify (a) any significant problems that occurred during design and construction, and what was done to mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.

7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.

Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

PROJECT 2 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				
Construction Completion				
Was the project completed on time? If not, why?				
<b>INSTRUCTIONS:</b> TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFO cannot be used as references for the above project.				
Reference 1				

Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
Reference 2	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
<b>PROJECT DETAILS</b>	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
<p>The Architect of Record shall address the following issues on the above referenced project:</p>	
<p>1. Provide clear statement of the Architect of Record's duties and responsibilities for the referenced project.</p>	
<p>2. Describe how you assured that design concept was preserved while integrating all disciplines into the overall design process and how you ensured a high level of quality throughout the design and construction process.</p>	
<p>3. Describe how the referenced project was similar in scope to the project description for this requirement, particularly with respect to being an essential use facility for multiple tenants.</p>	

4. Discuss any impacts to the design caused by design changes. How did these changes impact the design or construction schedule?
5. Is this a project designed in a historic context? If yes, please describe. If not, please describe your experience with historically significant projects.
6. Identify (a) any significant problems that occurred during design and construction, and what was done to mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.
7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.
Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

**FORM C3: LEAD DESIGN ARCHITECT**

1. Please indicate the name and primary point of contact for your team's Lead Design Architect.

\_\_\_\_\_

(Name of Firm)

\_\_\_\_\_

(Name of Lead Design Architect)

2. **Summary of Experience for Lead Design Architect** – Please complete the experience matrix using the template below:

QUALIFICATIONS	
Name of Lead Design Architect	
Title	
Brief Description of Current Responsibilities	
Years of Experience	
Education	
Affiliations	
1. Please describe your prior experience and qualifications as a Lead Design Architect.	
2. Please describe your experience working professionally on behalf of local, city, state, and/or federal Government agencies.	

3. Describe your experience on projects with a high degree of community involvement? What were the issues and outcomes?

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**PROJECT EXPERIENCE**

**INSTRUCTIONS:** *Using the template below, and inserting new pages as necessary for additional projects, please provide details for a minimum of two (2) Projects that are directly attributable to the work of an Architect of Record.*

DRAFT

PROJECT 1 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				
Construction Completion				
Was the project completed on time? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				

Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	

DRAFT

PROJECT DETAILS
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>
<p>The Lead Design Architect shall address the following issues on the above referenced project:</p>
<p>1. Provide a clear statement of the Lead Designer's duties and responsibilities on the referenced project.</p>
<p>2. Describe the design philosophy and approach used to meet the goals and objectives of the client and how you met the clients requirements and needs.</p>
<p>3. Describe how the referenced project was similar in scope to the project description for this requirement particularly with respect to being an essential use facility for multiple tenants.</p>
<p>4. Discuss any significant issues or changes that impacted overall design. How did these changes impart the design or construction schedule, and/or project costs?</p>
<p>5. Is this a project designed in a historic context? If yes, please describe. If not, please describe your experience with historically significant projects.</p>

6. Discuss how you assured that the design concept was preserved through the overall design process, and how you incorporated client feedback as well as value engineering while preserving design intent.
7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.
Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

<b>PROJECT 2 of 2</b>				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
<b>Key Team Members Names and Phone Numbers for Referenced Project</b>				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
<b>PROJECT DATA</b>				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				

Construction Completion	
Was the project completed on time? If not, why?	
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>	
Reference 1	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
Reference 2	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	
<b>PROJECT DETAILS</b>	
NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.	
The Lead Design Architect shall address the following issues on the above referenced project:	
1. Provide a clear statement of the Lead Designer's duties and responsibilities on the referenced project.	
2. Describe the design philosophy and approach used to meet the goals and objectives of the client and how you met the clients requirements and needs.	

3. Describe how the referenced project was similar in scope to the project description for this requirement particularly with respect to being an essential use facility for multiple tenants.
4. Discuss any significant issues or changes that impacted overall design, How did these changes impart the design or construction schedule, and/or project costs?
5. Is this a project designed in a historic context? If yes, please describe. If not, please describe your experience with historically significant projects.
6. Discuss how you assured that the design concept was preserved through the overall design process, and how you incorporated client feedback as well as value engineering while preserving design intent.
7. Is this a LEED project? If yes, provide the level of certification obtained, and your involvement in the LEED planning process during design & construction.
Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or

other visual descriptions of project quality.

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### FORM C4: STRUCTURAL DESIGN LEAD

1. Please indicate the name and primary point of contact for your team's Structural Design Lead.

\_\_\_\_\_ (Name of Firm)

\_\_\_\_\_ (Name of Structural Design Lead)

2. **Summary of Experience for Structural Design Lead**– Please complete the experience matrix using the template below:

QUALIFICATIONS	
Name of Structural Design Lead	
Title	
Brief Description of Current Responsibilities	
Years of Experience	
Education	
Affiliations	
1. Please describe your prior experience and qualifications as a Structural Design Lead.	
2. Please describe your experience working professionally on behalf of local, city, state, and/or federal Government agencies.	

3. Describe your experience and qualifications engineering the design Essential Use facilities in the State of California.

--

**PROJECT EXPERIENCE**

**INSTRUCTIONS:** *Using the template below, and inserting new pages as necessary for additional projects, please provide details for a minimum of two (2) Projects that are directly attributable to the work of a Structural Design Engineer.*

DRAFT

PROJECT 1 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				
Construction Completion				
Was the project completed on time? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				

Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	

DRAFT

PROJECT DETAILS
NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.
The Structural Design Lead shall address the following issues on the above referenced project:
1. Provide a brief summary of primary responsibilities for the referenced project.
2. Describe how the referenced project was similar in scope to the project description for this requirement (minimum of 2 Essential Use facilities required to be submitted by the Structural Design Lead).
3. Describe any structural challenges or issues with the project site and design, and how they were resolved.
4. Identify (a) any significant problems that occurred during design and construction, and what was done to mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.
5. If this project was an Essential Use Facility, describe your approach to the design and what options were considered to address structural requirements.
Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.

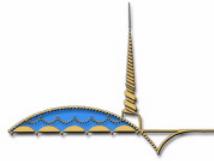
PROJECT 1 of 2				
Project Name				
Project Address				
City and State				
Design Build	Yes		No	
Key Team Members Names and Phone Numbers for Referenced Project				
Owner/Developer				
Project Manager (PM)				
Architect of Record				
Lead Designer (LD)				
General Contractor (GC)				
PROJECT DATA				
Size of Project	Gross Square Footage		Total Project Cost	
Type of Project				
Number of Stories				
Design Duration				
Construction Completion				
Was the project completed on time? If not, why?				
<b>INSTRUCTIONS: TWO REFERENCES MUST BE PROVIDED for EACH PROJECT; respondents may include up to 3. Proposed team members for this RFQ cannot be used as references for the above project.</b>				
Reference 1				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				
Reference 2				
Name				
Current address of reference				
Current phone number of reference				
Role of the named reference in the project				
E-mail address of reference				

Reference 3	
Name	
Current address of reference	
Current phone number of reference	
Role of the named reference in the project	
E-mail address of reference	

DRAFT

PROJECT DETAILS
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A SCORE ON THE EXPERIENCE EVALUATION. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>
<p>The Structural Design Lead shall address the following issues on the above referenced project:</p>
<p>1. Provide a brief summary of primary responsibilities for the referenced project.</p>
<p>2. Describe how the referenced project was similar in scope to the project description for this requirement (minimum of 2 Essential Use facilities required to be submitted by the Structural Design Lead).</p>
<p>3. Describe any structural challenges or issues with the project site and design, and how they were resolved.</p>
<p>4. Identify (a) any significant problems that occurred during design and construction, and what was done to mitigate or resolve any problems that resulted; and (b) Identify any unique successes that occurred during design and construction.</p>
<p>5. If this project was an Essential Use Facility, describe your approach to the design and what options were considered to address structural requirements.</p>
<p>Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.</p>

**ATTACHMENT D:  
CASE STUDY TEMPLATES**



<p><b>INSTRUCTIONS:</b></p> <p>Provide a minimum of three (3) and a maximum of up to five (5) development projects that are most comparable to the desired project which have been completed by the Development Team (Projects done singularly, or by a combination of the "At-risk" Entity, the Architect of Record, or the Design Architect), including identification and a brief description of each project square footage, City and street address, completed value, sources of financing (with contact references), completion time frames and dates, and identification and role of the development team members in the project.</p> <p>NOTE: At least two of the Case Studies provided must be an Essential Use Facility, and each entity on the Development Team ("At-risk" Entity, the Architect of Record, or the Design Architect), must provide at least one project case study.</p>
<p><b>NAME OF PROPOSER/ TEAM:</b></p>
<p><b>Name of Project</b></p>
<p><b>Project Location</b></p>
<p><b>Image of the Project:</b> Up to three illustrations (photographs, drawings, computer generated art) no larger than 8x10" may be used to illustrate each project. These can be before-and after shots, interiors, elevations, sections, or other visual descriptions of project quality.</p>
<p><b>Project Description</b> (please provide summary of project &amp; offeror Entity's involvement in the project; if additional space is needed, offeror may expand description as required)</p>

PROJECT DETAILS		
Client Name	Client POC Name & Address	Client Point of Contact (POC) Name
Project Lead (Name of Firm)	Project Lead POC Name & Address	POC Email & Telephone
General Contractor	Structural Engineer	Design Architect
Construction Manager	M/E/P Engineer	Architect of Record
PROJECT DELIVERY METHOD		
Design-Build [ ]	Design/Bid/Build [ ]	Other _____
Describe Relevant Delivery Method as indicated above:		
PROJECT SCOPE		
Projected Project Cost:	Breakdown of Hard & Soft Costs	
Final Project Cost:	Hard Costs:	
	Soft Costs:	
If there was a discrepancy between the original project budget and the final budget, please describe:		
Original Project Completion Date	Actual Project Completion Date	
If there was a discrepancy between the projected and actual project completion date , please describe:		
PROJECT DETAILS		
Type of Facility	Type of Construction	Total Square Feet
PROJECT INFORMATION		

Total Size	Type of Facility	Essential Use Facility?
Sustainability Features (ie. Energy Savings, waste reduction, building materials, resource efficiency, air quality, or other)		
Historically Significant Features (if any)		
Other Special Features (if any)		
<b>PROJECT FINANCING</b>		
Total Debt		
Total Equity:		
Permanent Financing:		



## **ATTACHMENT E:**

### **FINANCIAL CAPACITY AND PRIOR LITIGATION HISTORY**

The "at risk" entity shall provide documentation and statements describing the team's proposed ownership structure, as well as most recent three (3) years of audited financial statements in accordance with Generally Accepted Accounting Principals (GAAP) for key team members.

- The Financial Auditor must be a recognized firm in the accounting industry which routinely governs the business entity. Contact information should also be provided.

Note: if a private company has not prepared its audited financial statements in accordance with GAAP, the financial statements should be audited on the basis that they have been prepared and an assertion as to their accuracy should be made by their auditor.

- Joint ventures should submit audited financial statements and documentation demonstrating financial capabilities and bonding capacity only for the single business entity itself, unless the entity has been newly formed for the project or if principal members of the single business entity will be independently responsible for financial commitments. In the latter cases, audited financial statements and documentation relating to financial capability and bonding capacity should be submitted for the single business entity and individually for all principal members of the Proposal Team responsible for obtaining Project financing.
- The ownership structure and economics of sharing arrangements between principal members and investors shall include identification of all sources of return to the owners and investors.

#### **Financial Accountability**

Proposal team shall demonstrate an organization structure depicting a relationship of Proposer team members that are financially accountable for Project performance.