

***Request for Statements of Qualifications
for
Construction Manager at Risk Services
for the Cordilleras Health System
Replacement Project, Redwood City***



***County of San Mateo
Project Development Unit***

**Issued: December 5, 2017
Responses due: January 26, 2018 at 2:30pm**

Sam Lin, Manager
County of San Mateo Project Development Unit
1402 Maple Street
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**NOTICE INVITING FOR STATEMENTS OF QUALIFICATIONS
FOR CONSTRUCTION MANAGER AT RISK
Public Contract Code §20146**

ARTICLE 1 – INVITATION TO SUBMIT STATEMENTS OF QUALIFICATIONS

- 1.01 Introduction:** The County of San Mateo (“Owner” or “County”) invites “Request for Statements of Qualifications” (“RFSOQ”) submittals from highly qualified Construction Management/General Contractor firms (“Proposers” or “Respondents”) interested in contracting with the County to provide Construction Manager at-Risk (“CM at-Risk”) services with a Guaranteed Maximum Price (“GMP”) for the County’s Cordilleras Health System Replacement Project (“Project”). The scope of services to be performed by the successful CM at-Risk entity (“CM/GC”) will be carried out in two separate Contract Phases of the Project: Pre-construction Phase and Construction Phase. Each phase will be authorized on a separate Notice to Proceed. There is no guarantee for the award of the Construction Phase upon the completion of the Pre-construction Phase. During the Pre-construction Phase, the CM/GC will collaborate with the selected Architect on the design, constructability review, cost and schedule for the Project and develop a GMP proposal to construct the Project.
- 1.02 Selection Process:** This Request for Statements of Qualifications and the RFSOQ submittals in response are used for the first stage of the County’s Request for Proposals (“RFP”) for the CM at-Risk services that will culminate in award of the CM at-Risk Contract. After evaluating all RFSOQ submittals, the County will select a minimum of three (3) qualified Proposers to submit proposals. The County will conduct an in-depth evaluation of the proposals submitted, followed by interviews and sequential negotiations beginning with the most qualified Proposer.
- 1.03** This RFSOQ, the selected Proposer’s RFSOQ submittal along with the RFP and the selected Proposer’s Accepted Proposal will be included in the CM at-Risk Contract for the Project following the award.
- 1.04 Notice Inviting Statements of Qualifications:** Proposer must submit one (1) original, signed RFSOQ submittal, together with ten (10) additional bound copies, and one (1) electronic copy on a flash drive to be delivered in a sealed package labeled on the cover “*RFSOQ Submittal for Construction Manager at Risk Services for the Cordilleras Health System Replacement Project*” **no later than 2:30pm on January 26, 2018** to:

Sam Lin, Manager
San Mateo County Project Development Unit
1402 Maple Street
Redwood City, CA 94063
Email: slin@smcgov.org

RFSOQ submittals received late will not be opened or given any consideration for the proposed services. Late submittal(s) will be returned to Proposer(s) unopened. It is the responsibility of the Proposers to ensure that the RFSOQ submittals are received at the specified address by the specified deadline noted in this RFSOQ. All proposals will be date and time stamped upon receipt. The County will not be responsible for late or incomplete

responses due to mistakes or delays of the Proposer or carrier used by the Proposer or weather delays.

- 1.05 RFSOQ Requirements:** The RFSOQ submittal should have complete information regarding the experience and qualifications of Proposer as outlined in Document 00 45 16 Statement of Minimum Qualifications included with this RFSOQ. The signed, original RFSOQ submittal shall include a statement signed by an owner, officer, or authorized agent of the Proposer, acknowledging and accepting the terms and conditions of this RFSOQ.

Proposer should address every item requested, where requested, in each section of this RFSOQ, even if the items were addressed in other sections in the RFSOQ submittal. Brevity and clarity are of utmost importance. Responses that are comprised of standard marketing materials that do not specifically address the required items will not be evaluated; however, Proposers may elect to include ten (10) bound copies of their marketing materials, as long as they are not permanently attached to the RFSOQ submittal. Responses that do not comply with all applicable requirements may not, in the sole discretion of the County, be considered.

- 1.06 Contract Type:** The contract type for this procurement is Construction Manager at-Risk services with a Guaranteed Maximum Price contract under California Public Contract Code Section 20146. As noted in Paragraph 1.01 above, the successful CM at-Risk entity will be carried out in two separate Contract Phases of the Project authorized separately.
- 1.07 Proposer Requirements:** Proposer may be a partnership, joint venture, corporation, or other recognized legal entity, which is appropriately licensed in the State of California that holds a valid and current General Contractor's License issued by the Contractors' State License Board. Proposer shall demonstrate experience working on public projects similar to this Project in building types, scope, scale, complexity that were completed under CM at-Risk delivery method.
- 1.08 Project Management:** The County of San Mateo Project Development Unit ("PDU") will be the office providing project management services for this Project. All written inquiries and requests for additional information pertaining to this RFSOQ, any addendum/addenda, or any matter relating to the selection process, must, unless otherwise identified in an addendum, be directed to the designated contact as noted in Paragraph 1.04 above.

Updates to this RFSOQ will be posted on the PDU project website at <http://cmo.smcgov.org/cordilleras-documents>. Proposers should check the website regularly to make sure all notifications including addendum/addenda are read promptly.

- 1.09 Information Updates:** Updates to this request will be posted on the PDU project website at <http://cmo.smcgov.org/cordilleras-documents>. Respondents should check the site regularly to make sure all notifications including addendum/addenda are read promptly.
- 1.010 Project Description:** The goal of the Project would be to transform the Cordilleras Mental Health Center, one of the County's most important resources in the continuum of care for its most vulnerable mentally ill residents, into a campus comprised of multiple programs and facilities for consumer wellness, rehabilitation and recovery each operated independently from a separate address by a provider organization with

expertise in the population served in that program that leverages every aspect of the built and natural environment, the best practices for treatment for each population served, and the expertise of providers, family members, consumers and community. This Project shall replace the existing Cordilleras Mental Health Center, a 62-year-old, San Mateo County-owned 117-bed psychiatric facility licensed as a Mental Health Rehabilitation Center, with new facilities that meet modern standards of care for seriously mentally ill consumers.

The new facilities are expected to capitalize on the beautiful serene natural setting to complement the process of rehabilitation and recovery and will incorporate progressive sustainable design strategies, efficient building systems as much as possible. Given the ecologically sensitive nature of the project location, it is extremely important that the site construction be as low impact as possible and cause the least damage to the biological and physical environment. Challenges to be overcome, include potential mitigation of environmental impact brought on by a large-scale project in an ecologically sensitive area, protection restoration of creek bed, safety of residents in the existing center as well as the neighboring youth center, logistics of site access and staging of heavy equipment, phasing/demolition of the existing structure and maintaining fire-fighting operations of the neighboring Fire Station. The design will clearly define and show the Phasing Strategy for the Project to enable the continuous undisturbed occupation and operations of the existing facility during the entire duration of phased construction and the timing and sequence for the demolition of the existing building.

In October 2014, the County Board of Supervisors accepted the Engineers Feasibility Study authored by HGA Architects (<http://cmo.smcgov.org/sites/cmo.smcgov.org/files/Cordilleras%20Feasibility%20Study%20with%20Appendices.pdf>) that includes the Project's requirements and the feasibility of using the present site for multiple new facilities. The study concludes that it is possible to construct the multiple new facilities at the current site. The study recommends a phased approach to construction. The buildings will be built on the same parcel as the existing facility.

To best ensure eligibility for Medi-Cal funding in conformance to Federal and State guidance regarding Medicaid reimbursement for the planned services, **the construction parameters outlined below for the proposed Mental Health Rehabilitation Center (MHRC) shall be strictly followed:**

1. Each building should be independent residential program facilities, licensed in California as separate, locked, mental health rehabilitation centers, preferably up to five (5) MHRC units within the budget approved by the County Board of Supervisors. The licensed capacity of each of the treatment program will not exceed 16 beds.
2. The facilities will each be separately licensed as mental health rehabilitation centers and be able to meet conditions of participation and licensure as required by the State. There are specific criteria for mental health rehabilitation centers that are critical for the eventual licensure and certification of these programs. See program details in the Reference Design Document that can be downloaded at <http://cmo.smcgov.org/cordilleras-documents>.
3. Each treatment program facility will be organizationally distinct, contracted by the County to be operated by different provider vendors with different and distinct

governing bodies, chief executives and chief medical officers. The buildings should anticipate and reflect such separate governance and operations.

4. It is possible that the providers will arrange for various shared services in order to achieve economies of scale (e.g., for laundry or food). The MHRC contracted providers will make their own arrangements for any support services such as food and laundry services.
5. Different providers will each be specially experienced and skilled in providing evidence-based treatment for the specific population served in each facility. Each provider will offer intensive treatment targeted to the needs of a distinct population. For example, young adults would be served differently than older adults with medical problems who need more medical support. See program details in the Reference Design Document.
6. The programs will each be operated out of different addresses on the 20-acre site. Each facility should be physically separate and be structured with outdoor space that provides for separate outdoor recreation by distinct populations housed by each mental health rehabilitation center.
7. The transitional supported housing building will be an unlicensed facility.

1.10 Scope of Services and Contract Phases:

The successful CM at-Risk entity will be asked to provide and perform construction management services for the Project. The scope of services (the “Work”) is expected to include full preconstruction services including but not limited to cost estimating, scheduling, cost control, value engineering, and prequalification, preparation and coordination of bid packages during the design process and construction administration during construction. It is also expected that at an agreed point in the design process, the successful CM at-Risk will provide a Guaranteed Maximum Price (“GMP”) for the construction of the Project. If the CM at-Risk and the County can agree on a GMP for the construction of the project the second phase will be awarded to the CM at-Risk by the County. All bids will be subject to open public bidding and the laws that govern such, and ultimately the successful CM at-Risk will be assigned the contracts of all the lowest responsible bidders for each bid package and will be expected to successfully manage the said contracts.

1. The Prime contract will be assigned to the successful CM at-Risk, who must be capable of staffing the Project for preconstruction services and complete project oversight, as well as, coordination, supervision management, and administration of the construction process. The successful CM/GC will be expected to work collaboratively with the Owner, Owner’s consultants and Architect throughout the design and construction process.
2. This Project will be designed, coordinated, and documented using Building Information Modeling (BIM) to support multi-disciplinary coordination, system/material selection, planning and other uses as appropriate to collaborate with the Architect and PDU to develop the GMP. BIM Requirement will be provided within the RFP and the Level of Development (LOD) Specification will be collaboratively developed with the Owner and the design team at project commencement.
3. The Project will be completed under a Project Labor Agreement.

4. The Project will be expected to achieve a minimum of LEED certification and Zero Net Energy (ZNE) as identified in the newly adopted County of San Mateo Municipal Green Building Policy effective December 5, 2017.
5. The County intends to maintain the ability and right to effectively audit project costs, in order to establish and confirm ongoing project costs separate from profits.
6. Key CM at-Risk project team members will commit to co-locate with the Owner in a dedicated project space in Redwood City, California or other locations designated by Owner for specified times during the duration of the Project.
7. The projected cost of construction for this project is approximately \$75 million dollars.
8. For planning and costing purposes, the design will commence in December of 2017 and the Pre-construction phase for the CM at-Risk is anticipated to start immediately after contract approval. The project is expected to complete in the early of 2022.

This Scope of Work includes separate two (2) Contract Phases (Phase 2 will only be executed if the CM at-Risk and the County can reach an agreed upon GMP and is authorized to proceed into construction):

Phase I: Preconstruction Services shall include but not be limited to:

- a. Organizing in collaboration with the Owner and Architect a partnering workshop for all relevant stakeholders including the PDU to establish the collaboration process and project communication protocol to facilitate successful delivery of the Project.
- b. Preconstruction planning tasks including, but not limited to, review and verification of existing site conditions, recommendations on expediting construction progress, disruption avoidance plan and safety program, verification and assistance on securing necessary permits and approvals.
- c. Preparation of cost estimates at regular intervals including, but not limited to, at the completion of schematic design, design development, and the Permit/GMP package (tentatively at 80% construction documents) The CM/GC firm shall work collaboratively with the County and the Architect(s) to reconcile differences between the CM at-Risk's estimates and the cost estimates prepared by the Owner or the Architect.
- d. Ongoing design coordination review and constructability review supporting the Architect's progress during all phases including schematic design, design development, and construction documents phases, the provision of technical assistance and advice in review and development of design and construction bid documents, identification, planning and coordinating for procurement of long lead items, and warranting the completeness of the buy out on the construction documents and ensuring trade bid packages cover without duplication the complete scope of work. The CM at-Risk entity shall attend design review meetings at intervals determined by PDU and submit formal constructability review comments and associated resolution at the end of each design phase.
- e. Scheduling, reporting and record keeping that includes the preparation of a preliminary Project schedule and regular schedule updates including but not

limited to at the completion of the schematic design, design development, and construction documents phase.

- f. Ongoing value-engineering services to identify best value options to support the selection of building systems and materials, construction approach as well as cost reduction opportunities to achieve the design within the Project budget and/or to allow the County to refine the Project scope.
- g. Preparation of a GMP that includes all work required to complete the Project on time and on budget. The CM at-Risk shall collaborate with the Architect and the Owner to propose design adjustments as necessary to establish and agree on a GMP before the CM at-Risk is authorized to proceed to bidding for the Construction Phase.
- h. Prequalification of bidders and preparation of bid documents for all trade work consistent with contract document requirements, project schedule, and all applicable legal requirements.
- i. Assisting County in all aspects of Public Contract Code compliant subcontractor procurement, including but not limited to prequalification of trade contractors. Subcontractor bids shall be received by the County in the presence of the successful CM at-Risk and will be disclosed publicly. Self-performed trades by the CM at-Risk shall be submitted competitively in the same manner as the other subcontractors. Contracts with the successful subcontractors shall be promptly assigned to the CM at-Risk who will take full ownership and responsibility of subcontractors' performance.
- j. The provision of BIM services in collaboration with the selected Architect during design phases to support preconstruction planning, scheduling, constructability reviews, system and material option reviews, cost estimation and other appropriate uses in accordance with the designated Level of Development (LOD) Specification to be collaboratively developed with PDU and the design teams.
- k. Monitoring, processing, and ensuring timely receipt of all applicable regulatory approvals required during Project design phases.

Phase II: Construction Phase (if executed) shall include but not limited to:

- a. Management and supervision of construction activities and site logistics to meet project schedule and budget.
- b. Establishment and implementation of a project safety and quality control program.
- c. Preparation of monthly project updates including but not limited to: progress reports, progress photographs, actual and projected costs, actual and projected project schedule, project coordination issues, updates to Construction Documents and other information as reasonably requested by the County.
- d. Conducting weekly project meetings and necessary special task meetings, and timely preparing and distributing accurate meeting minutes clearly documenting the status of discussion items and their associated actions required.

- e. Coordinating and performing all tasks necessary to achieve the minimum LEED certification and ZNE target as outlined within the County of San Mateo Municipal Green Building Policy effective December 5, 2017.
- f. Work in coordination with the County and all Authorities Having Jurisdiction (“AHJ”) including but are not limited to the County of San Mateo Building and Planning department, Redwood City Fire Marshal, Environmental Health Department, etc. for all required inspections and approvals
- g. The existing buildings to be demolished may contain hazardous materials. Selected CM at-Risk shall work with the County’s selected environmental consultant and all applicable environmental agencies to perform abatement work as required. All abatement work shall be performed in accordance with all applicable regulations, laws, codes, etc.
- h. Collaborating with the Architect. Developing and implementing procedures for, among other things, the completion of punch list items, operational systems and equipment, training County building maintenance staff, and initial building systems start-up, commissioning, and testing.
- i. Preparation and delivery of warranties. Coordination and submission of as-built documents in hardcopies and electronic formats (BIM, PDF and other native formats of the source files), preparation of maintenance and operation manuals, completion of training programs, and administering closeout of the Project.
- j. Ensuring performance of all warranty obligations, resolution of all claims and disputes, and other post-construction requirements (including LEED requirements required for certification).
- k. The provision of BIM services including model coordination reviews, scheduling, project handover documentation (e.g. as-built models, facility management data) and other uses as required.
- l. Collaborating with the Architect and the County to complete project close-out checklist as required by applicable AHJ to close-out the Project in compliance with all applicable statutory and contractual requirements. It shall be the responsibility of the selected CM at-Risk entity to compile and provide all necessary documentations to applicable AHJ

Projected Project timeline will be provided in the Request for Proposals stage to short-listed firms.

- 1.11 Mandatory Prequalification:** Proposers shall complete Document 00 45 16 Statement of Minimum Qualifications included in this RFSOQ and receive prequalification from the Owner as a condition to submitting a Proposal in the next stage.
- 1.12 Procurement of Request for Proposals Documents:** Request for Proposals Documents which contain the full description of the Work will be issued for Proposers upon announcement of pre-qualified short-listed firms invited to submit Proposals.
- 1.13 Selection Process and Criteria:** Proposers shall refer to Document 00 45 16 for further information relating to the Owner’s selection process and criteria.
- 1.14 Proposal Preparation Cost:** Proposers are solely responsible for the cost of preparing their Proposals.

1.15 Mandatory Pre-Qualification Conference: A Mandatory Pre-Qualification Conference Meeting will be held at the Cordilleras Health Mental Health Center on **December 21, 2017** located at **200 Edmonds Rd in Redwood City, CA 94063** to review the information about the Project and this RFSOQ. The conference will start promptly at 10:00am and should conclude by noon. At least one (1) representative from your team is required to attend this meeting. Team(s) that do not attend and sign-in at this meeting will not be eligible to submit a RFSOQ submittal for this Project.

1.16 Questions and Responses Process. Submit all questions relating to this RFSOQ to the contact noted in Article 1, paragraph 1.04. All questions must be received no later than **January 5, 2018** by 5:00 p.m.

Addendums, additional information, responses to questions, and changes to this RFSOQ, if warranted, will be posted to the PDU website: http://cmo.smcgov.org/cordilleras_documents. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFSOQ prior to submitting a response. A proposer's failure to do so will not provide a ground for protest.

Reservation of Rights: This Request for Statements of Qualifications (RFSOQ) is not a commitment or contract of any kind. The County of San Mateo reserves the right to pursue any, or none of the ideas generated by this request. Owner specifically reserves the right, in its sole discretion, to reject any or all RFSOQ submittals, to re-issue a RFSOQ, or to waive defects in RFSOQ submittals not involving time, price, or quality of the work.

ARTICLE 2 – LEGAL REQUIREMENTS

2.01 Required Contractor's License(s): A valid and current California general contractor's license is required to submit a proposal for this contract. Joint ventures must secure a joint venture license prior to award of this Contract.

2.02 Prevailing Wage Laws: The successful Proposer must comply with all prevailing wage laws applicable to the Project, and related requirements contained in the Contract Documents. The general prevailing rates of per diem wages for each craft, classification, or type of worker needed to execute the Contract, as determined by Director of the State of California Department of Industrial Relations, will be applicable to this Project. Also, the successful Proposer shall post the applicable prevailing wage rates at the Site.

STATEMENT OF MINIMUM QUALIFICATIONS

ARTICLE 3 – GENERAL INFORMATION

3.01 Submission of Statements of Qualifications

- A. Owner is procuring CM at-Risk services pursuant to California Public Contract Code Section 20146. Consistent therewith Owner has required Proposers to submit a Request for Statement of Qualifications (“RFSOQ”) as described in this Document 00 45 16.
- B. The RFSOQ submitted by the Proposers should contain all information required in Attachment A-1 hereto and as required by this Document 00 45 16 as part of its Proposal for this Contract.

3.02 Owner’s Use of Submitted RFSOQ

- A. Consistent with California Public Contract Code Section 20146, Owner will use the submitted RFSOQ’s for two main purposes:
 - 1. Initially, To Determine Qualification Criteria. To determine initially if Proposers meet minimum requirements of Proposer responsibility as that term is defined in the California Public Contract Code.
 - 2. Thereafter, To Use in Competitive Interviews. To use as the basis of competitive interviews and evaluation of Proposers on stated criteria, as defined in this Document 00 45 16.

3.03 General Requirements for Submitted RFSOQ

- A. The Request for Statement of Qualifications shall be bound and printed vertically (“portrait” orientation) on standard 8 ½” by 11” papers. The RFSOQ submittal shall not exceed fifty (50) pages, printed single sided (excluding covers or tabs that do not contain submittal content, resumes, financial and bonding information), but preferably much shorter. Type size shall be no smaller than 10 point, but preferably larger. The top of page one of the RFSOQ submittal shall state the Proposer’s or Proposers’ name(s), address, phone number, fax number, contact e-mail address, and contact name.
- B. The RFSOQ submittal shall be clear and concise to enable management-oriented personnel to make a thorough evaluation and arrive at a sound determination as to whether the Proposer’s Qualifications meet Owner’s requirements. To this end, the RFSOQ submittal should be specific, detailed and complete as to demonstrate clearly and fully that the Proposer has a thorough understanding of and has demonstrated knowledge of the requirements to perform the Work.
- C. The RFSOQ submittal must be verified under oath by the Respondent and each of its members. Respondent shall include the following on page one of RFSOQ “I declare under penalty of perjury under the laws of the State of California, that all information submitted under this RFSOQ is true and correct.”

- D. Respondent should acknowledge the receipt of all published Addendum or Addenda by listing them on page one of the Proposal indicating the understanding and acceptance of the changes noted therein

3.04 Evaluation Measurement

- A. Proposer's compliance with the minimum qualification requirements will be measured by Proposer's experience as an operating entity and also by the experience of the supervisory personnel who will have responsible charge of the various major components of the Work.

ARTICLE 4 – IDENTIFICATION OF MINIMUM QUALIFICATIONS OF PROPOSERS

4.01 Evaluation Criteria

- A. The criteria identified in this Article 4 are evaluation criteria used to review and pre-qualify the Proposers. The Questionnaire in Attachment A-1 at the end of this document seeks information on these criteria.
- B. All information including the Questionnaire requested in the RFSOQ is for use in the evaluation phase of the procurement.

4.02 Experience

- A. Proposers have preconstruction and construction experience on a minimum of three (3) healthcare related new construction buildings with extensive sitework or facilities similar to this Project in scope, scale and complexity, each with construction budgets in excess of \$50 million dollars, completed within the prior ten (10) years, with a minimum of two (2) of the projects listed should have been completed utilizing the CM at-Risk delivery method, preferably with at least two (2) of them being Bay Area completed projects built in highly ecologically challenging environment.
- B. Proposers should have preconstruction and/or construction experience on LEED certified projects and/or projects that were designed with highly efficient building systems.

4.03 Licensing

- A. Proposers possess a valid and current California General Contractor's license for all of the Work proposed.
- B. Proposer's Contractor's license has not been revoked at any time in the last five (5) years.

4.04 Financial and Bonding

- A. Proposers have provided financial statements (Income Statement and Balance Sheet) for the last three (3) years showing financial capability to complete this Project.
- B. Proposers have had no default on any loans in last five (5) years and have no outstanding unsatisfied judgments or liens with a right of enforcement (i.e., where the underlying loan is in default).
- C. Proposers have provided references for sources of financing.
- D. Proposers have provided letter from surety stating that Proposer has sufficient bonding capacity for this Project. The projected total cost of construction for this project is \$75 Million Dollars.

- E. Proposers are not currently for sale or involved in potential expansion, acquisition or merger that will impact its ability to perform this Project.
- F. Proposers can demonstrate it can handle this Project considering its current and projected work backlog.
- G. Proposers have provided a proposal for a Contractor Controlled Insurance Program (“CCIP”) that is acceptable to the County. The program should follow industry best practices and provide coverage to Contractor, County, and subcontractors.

4.05 Defaults and Liquidated Damages for Delay

- A. Proposers have not failed to complete a contract or been removed from a project in the last ten (10) years. Please explain if otherwise.
- B. Proposers have not been assessed liquidated damages or other penalties for failing to complete a project within the contract time within the last five (5) years. Please explain if otherwise.

4.06 Safety

- A. Proposers have exemplary safety procedures and practices.
- B. Proposer’s State of California Experience Modification Rate (EMR) for the last five (5) years is less than one (1.0).

4.07 Regulatory Compliance

- A. Proposers have not had any citation or penalties assessed against it by the Environmental Protection Agency, Air Quality Management District, Regional Water Quality Control Board, or any other applicable regulatory agencies for this Project for the past five (5) years.
- B. Proposers have not had any instances of having to pay back wages or penalties for willfully failing to comply with state prevailing wage laws or federal Davis-Bacon prevailing wage requirements in the last three (3) years.
- C. Failures to comply with regulatory requirements may be reasonably explained by Proposer as described in the Questionnaire, subject to Owner’s sole discretion and judgment.

4.08 Staff Qualifications

- A. With respect to Proposer’s proposed Project Executive, Project Manager, Superintendent and Quality Control/Quality Assurance Officer (together, “Key Personnel”):
 1. Each must have individual experience on a minimum of three (3) newly constructed healthcare buildings or project(s) substantially similar to this Project in scope, scale and complexity completed within the prior ten (10) years. Such project must have involved preconstruction services, separate from construction services, of a similar nature to those contemplated for this Project.
 2. The Proposed Project Manager and Superintendent must each have had substantial responsibility in a similar position proposed for this Project for the listed projects in Part D of ATTACHMENT A-1.

ARTICLE 5 – REQUIRED CONTENTS OF RFSOQ SUBMISSION

The RFSOQ submittal shall contain the following sections compiled in the same sequence as described below:

5.01 **Information to include on Page One of RFSOQ**

- A. Cover letter is optional.
- B. The following information shall be clearly listed on page one of the RFSOQ submittal: Name of the Proposer, its legal structure (i.e., corporation, partnership, limited partnership, joint venture, association). If a joint venture or partnership or association is proposed, Proposer shall identify the partners and/or members of the joint venture, partnership, or association and their roles and responsibilities. Proposer shall identify the exact legal name of the Proposer as a legal entity entitled to contract in California. Include also the Proposer's address, phone no., fax. no., contact name and email address.
- C. The signed, original RFSOQ submittal shall include a statement signed by an owner, officer, or authorized agent of the Proposer, acknowledging and accepting the terms and conditions of this RFSOQ.
- D. Proposer shall include the following statement on page one of the RFSOQ submittal "I declare under penalty of perjury under the laws of the State of California, that all information submitted under this RFSOQ is true and correct."
- E. Proposer shall acknowledge the receipt of all published Addendum and/or Addenda by listing them indicating the understanding and acceptance of the changes noted therein.

5.02 Completed Questionnaire Proposers shall include a completed Statement of Qualification Questionnaire in the form attached to this Document 00 45 16, Attachment A-1, per the instructions provided.

5.03 Firm Background (Information requested to attach to Questionnaire Attachment A-1) Proposers shall provide description of Proposer's firm(s) including the legal structure, size (no. of total staff), years in business, organizational chart, tenure of executive management, etc.

5.04 Resumes of Proposed Key Personnel (Information requested to attach to Questionnaire Attachment A-1): Proposers shall provide a resume for each named Key Personnel of Proposer, to include as necessary: Proposed Role on this Project, Years of experience in construction management and/or construction; Year of Service with Firm, Education – schools, degrees, and years degrees obtained; Professional Registrations; and at least two (2) client references, including contact names, office addresses, email addresses and telephone numbers, and description of three (3) projects of a similar nature worked on in the past ten (10) years.

5.05 Relevant Project Experience: (Information requested to attach to Questionnaire Attachment A-1) Proposers shall provide description of three (3) constructed healthcare related buildings or facilities similar to this Project in scope, scale and complexity, each with construction budgets in excess of \$50 million dollars, completed within the prior ten (10) years, preferably with at least two (2) of them being local Bay Area completed projects built in an ecologically challenging site. State clearly the scope for preconstruction and construction. Proposers shall also provide description of two (2) projects that were completed within the prior ten (10) years that utilized CM at-Risk delivery. State which projects listed are LEED certified and/or designed with high efficiency building systems and/or Zero Net Energy construction. Include the requested information regarding the projects and highlight relevant aspects of project experience per Part D in the Questionnaire.

5.06 Project Approach Please describe the approach your team plans to manage this Project and explain how this approach would benefit the Owner, highlighting aspects regarding:

A. Team Organization indicating the team members planned on each phase

Provide an organization chart, and the information regarding the Key Personnel requested in Part D of the attached Questionnaire. Staff named must be committed to both preconstruction and construction phases. Proposed Key Personnel must be current employees of the proposing firm. Include the structure of Joint Ventures, if applicable.

B. Management Philosophy

Describe your management philosophy for the CM at-Risk construction delivery method. Include a description of best practices associated with CM at-Risk that was applied on your past projects and the outcomes that benefited the owners. Include philosophy for change/dispute resolution and pro-active approach to avoid issues with the owner's best interest in mind.

C. Strategies for Trade Coordination

Describe strategies for ensuring trade coordination during design phases on CM at-Risk projects. Include examples of your past projects how such strategies helped with design and construction e.g. streamlined shop drawing production, pre-fabrication opportunities, etc.

D. Interface and Coordination with the County and its user groups

Include a description of how the Proposer will closely interface and coordinate with the County and its user groups throughout the programming, schematic design, and construction phases of the Project. Include your proposed plan of communication and decision tracking documentation to facilitate the planning process.

E. Construction Planning and Performance

1. Describe how preconstruction services will be planned and performed, including your proposed methodology of reviewing design documents, site conditions, and proposed phasing and bid package strategies. Describe your capabilities and

procedures in providing the technical expertise required for constructability, schedule, and cost analysis.

2. Describe how construction services will be planned and executed, including your subcontracting plan, any proposed outreach and utilization plans, advertising and award. Discuss your methodology for coordination of work including site preparation, demolition and construction phasing to avoid impact on the normal operations and services of the buildings in the vicinity. Include an explanation of any claims avoidance measures and processes employed.
3. Describe how your firms bid marketing strategies and how you will engage potential subcontractors in the bidding process.

F. Budget Management and Cost Control

1. For comparable facilities for which your firm and the proposed staff for the Project have performed construction management/general contracting services, list the cost per square foot for your new construction projects completed in the past ten (10) years. Separate hard and soft costs and explain what is included with both. Explain how preconstruction services performed contributed to cost control if applicable.
2. For comparable facilities for which your firm and the proposed staff for the Project have performed construction management/general contracting services completed in the last ten (10) years, list the cost estimate, bid amount, and the difference. Describe changes in scope if appropriate and if this change in scope results in an increase in your fee.
3. Describe your cost estimating methods including the use of BIM and other technological tool(s) to assist in the process. Describe how the cost estimates were developed, how often they were updated and the accuracy measured against actual budget.
4. Discuss your proposed methodology in decision tracking and corresponding cost updates to ensure budget and schedule adherence.
5. Describe your cost control methods during construction, and how you procure subcontractors. Describe processes used to review and approve change orders, including proper payment methodology. Provide examples of how these techniques were used and the degree of accuracy achieved.
6. Describe your methodology for working with the Architect to establish and maintain the GMP throughout the design and construction process.

G. Schedule Management

1. Describe how you will establish, maintain, and update the Project schedule during design and construction.
2. Describe your approach to assure timely completion of the Project; provide examples of how these techniques were used on past projects, including specific scheduling challenges/requirements, actual solutions and the outcomes, and critical path management.

H. Quality Control and Problem Solving

1. Provide an example from your past projects of a constructability program used to maintain project budgets without compromising quality and schedule.
2. Describe your quality control program. Explain the methods used to ensure quality control during the construction phase of a project. Provide specific examples of how these techniques or procedures were deployed. Elaborate your plan to provide quality control on this Project.
3. As the CM at-Risk, describe your relationship with the local subcontracting community and your relationships will benefit the project, especially during the bidding phases.
4. Describe your plan for communicating constructability, phasing, bid package strategies, value engineering, and other budget options in a format that will quickly facilitate the Owner's decision-making as well as decision-tracking. Discuss how owner required decisions can be incorporated into schedule effectively.
5. Describe any issues and conflicts encountered on your past projects with the Owner, consultants, Architect/Engineer, or subcontractors and how those issues and conflicts were resolved satisfactorily.
6. Provide examples of Preconstruction services to demonstrate the knowledge and creativity of providing the structural, mechanical, electrical, plumbing, security and other critical system solutions for improving the overall budget, schedule and quality.

I. Technological Experience including BIM

Provide a list of three (3) new construction projects (public or private) over \$50 million in construction volume where the respondent utilized technological tools including BIM to support the design process, coordinate multiple trades and facilitate the management of budget and schedule. Provide dates when these projects were completed, overall schedule, and construction volume. Provide client references with contact information. Include experience and capabilities with BIM analysis and other uses that enhanced the construction process.

J. Innovative Techniques

Provide description of any innovative techniques and methodologies you employed on past projects that added value to the projects. Explain how these have benefited the owners and improved the project outcomes.

5.07 Audited or Reviewed Financial Statements (Information requested to attach to Questionnaire Attachment A-1) Include audited or reviewed financial statements for the three (3) most recently completed fiscal years for Proposer and each member of any proposed partnership, joint venture, limited partnership, or association, that comprise the Proposer as a legal entity entitled to contract in California. Also include audited or reviewed financial statements for the three (3) most recently completed fiscal years for any parent companies of Proposer.

5.08 Surety Letter re: Capability to Provide Required Performance and Payment Bonds (Information requested to attach to Questionnaire Attachment A-1 - Only one (1) copy required) Proposer shall include a letter from a surety duly licensed to do business in the State of California, having a financial rating from A.M. Best Company of A-, VII or better, that the surety has agreed to provide Proposer with the required performance and payment bonds in accordance with the requirements set forth in Documents 00 61 13.13

(Construction Performance Bond) and 00 61 13.16 (Construction Labor and Material Payment Bond), each in the penal sum of the Proposer's bid when submitted. Owner shall have the right to verify with the surety that the surety, based upon the Bid prices, will issue the required bonds under the conditions stated.

5.09 Insurer Letter re: Capability to Provide the Required Insurance (Information requested to attach to Questionnaire Attachment A-1) Proposers shall provide a letter from an insurance underwriter, having a financial rating reasonably acceptable to Owner, confirming that the insurer will provide Proposer the required CCIP coverages and amounts in accordance with the estimated construction cost noted in Section 1.10. Such program should extend coverage for completed operations that extend beyond acceptance of the certificate of completion such as defects, warranties, and maintenance obligations, if any, for ten (10) years. Absent such extension, bidder should propose contractual solution. Such program is subject to review and approval by the County and the County's Risk Management Department. Such approval shall not be unreasonably withheld. Self-Insured retentions/deductibles are negotiable, but should not be more than the contractor can responsibly bear and losses inside the deductible should not be charged back to the County. County should be added to policy as an Additional Named Insured and include waivers of subrogation. Include enrollment process for subcontractors as well as additions during the life of the Project.

Suggested Limits:

Workers' Compensation	Statutory
Employers Liability	\$1,000,000
General Liability Per claim/Aggregate	\$2,000,000/\$4,000,000
Completed Ops (10 years or statute of repose)	\$5,000,000
Personal/Advertising Injury	\$2,000,000
Damages to Rented Premises	\$250,000
Med pay	\$100,000
Excess Liability	\$100,000,000

Builders Risk shall have the broadest possible coverage to the value of the Project but include all materials, machinery, equipment, and supplies owned by the insured or which the insured has assumed legal liability for, to be used in the fabrication, erection, or construction of the project.

Commercial Auto Combine Single Limit	\$2,000,000
Inland Marine	Optional

5.10 Description of Safety Program and Quality Control Procedures Proposers shall identify, describe its safety program, quality control procedures, and safety experience.

5.11 License Provide evidence of a valid and current general contractor's license and other professional licenses of persons who are Key Personnel and Trade Members necessary to perform the Work.

5.12 Litigation History Description of litigation history since 2010, including names and contacts of involved parties, nature of dispute, and disposition.

ARTICLE 6 – KEY SELECTION CRITERIA

The evaluation by the selection committee will be based on the information provided in accordance with Article 4 and Article 5 using the criteria listed below.

- 6.01 Completeness of RFSOQ Submission** – RFSOQ submittal should describe the Proposer’s qualification in comprehensive construction management/general contracting services and should respond to each of the items set forth in the RFSOQ and adherence to the formatting and rules.
- 6.02 Personnel Experience and Qualification** – Evaluation of the list of Key Personnel specifically assigned to the proposed Project, including their qualifications, overall experience and recent experience on projects of similar scope, scale and complexity to the proposed Project.
- 6.03 Depth and Quality of Respondent’s Performance** – Review of past performance on San Mateo County projects and/or other projects of similar scope, scale and complexity as the proposed Project; evaluation of client references whether included in the RFSOQ or not; and overall demonstrated responsiveness to the County’s needs.
- 6.04 Technical / Management Approach** – Evaluation of the Proposer’s overall ability to interface and coordinate with the County’s various user groups throughout conceptual design, schematic design, and construction, coupled with technical expertise to construct and manage the Project responsive to the County’s current and future needs. Soundness of the Proposer’s methodology to establish a reasonable GMP within the Project budget, manage cost and schedule effectively through all phases, efficiently track decisions, and other relevant factors to ensure successful delivery of the Project.
- 6.05 Availability** – Evaluation of the workload of the Proposer, the proposed staffing and the office location(s) of the proposed Key Personnel to be assigned to the proposed Project.
- 6.06 Financial Stability** – Evaluation of the overall financial position of Proposer as determined from financial information required by this RFSOQ or from other independent sources.
- 6.07 Sustainable Practices** – Evaluation of the Proposer’s experience in managing and constructing projects that were designed with sound, effective sustainable principles including Zero Net Energy and LEED.
- 6.08 Experience with CM at-Risk** – Evaluation of the Proposer’s experience, effectiveness and outcomes in delivering projects under CM at-Risk contracts.
- 6.09 Experience using technology including BIM** – Evaluation of the Proposer’s experience and resources in utilizing technological tools including BIM to enhance the management and construction of projects.
- 6.10 Claims History** – Evaluation of the Proposer’s litigation history on past and current claim(s) against the Proposer.

- 6.11 Assessment of Liquidated Damages** – Evaluation of the Proposer’s performance history on whether disputes and liquidated damages have been assessed on past and current project(s).
- 6.12 Size, capability, and continuous operation of a California office over at least 5 years** – Evaluation of the capability and stability of the Proposer’s firm(s) to deliver this Project.
- 6.13 Trust and Collaboration** – Evaluation of the Proposer’s demonstrated reliability and ability to collaborate with the Project team and associated stakeholders to deliver the Project successfully.
- 6.14 Cost Control** – Evaluation of the Proposer’s demonstrated ability and proposed approach in the development of a predictable and reasonable GMP, effective bidding process, and the continuous monitoring of cost to ensure close budget adherence.

The County may consider any other criteria it deems relevant, and the Selection Committee is free to make any recommendations it deems to be in the best interest of the County.

ARTICLE 7 – ADMINISTRATIVE REQUIREMENTS AND POLICIES

- 7.01** Respondents will be required to comply with all nondiscrimination employment regulations, including:
 - A. No person shall, on the grounds of race, color, creed, national origin, religious affiliation or non-affiliation, sex, sexual orientation, marital status, age (over 40), disability, medical condition (including but not limited to AIDS, HIV positive diagnosis or cancer), political affiliation or union membership be excluded from participation in, be denied the benefits of, or be subjected to discrimination under this Agreement.
 - B. Respondents shall ensure equal employment opportunity based on objective standards of recruitment, selection, promotion, classification, compensation, performance evaluations, and management relations, for all employees under any contract that may result from this submittal. Respondents’ personnel policies shall be made available to County upon request.
 - C. Respondents shall assure compliance with section 504 of the Rehabilitation Act of 1973 by submitting a signed letter of compliance. Respondents shall be prepared to submit a self-evaluation and compliance plan to County upon request within one (1) year of the execution of any agreement that may result from this submittal.
 - D. Respondents must comply with the County Ordinance Code with respect to the provision on employee benefits. As set forth in the ordinance, such Respondents are prohibited from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse.
- 7.02** The County reserves the right to accept or reject any or all RFSOQ submittals, or to request clarification or additional information or an alternative presentation of data from any Respondent, at the County’s sole discretion. Further, while every effort has been made to ensure the information presented in the RFSOQ is accurate and thorough, the County accepts no responsibility or liability for any unintentional errors or omissions in this document.

7.03 Should Proposers realize during the review process that there has been a substantive error or omission in its submittal, which does not alter basic services and has not already resulted in disqualification from participating in the RFSOQ process for other reasons, said proposer is invited to submit to the Project Manager a written request and explanation of Proposer's desire to correct its submittal. It shall be at the sole discretion of the County's selection committee to decide whether to grant Proposer's request to correct its RFSOQ submittal.

7.04 All submittals become the property of the County and as such become public documents available to be reviewed by the public upon request. The Government Code Sections 6250 et. seq., the Public Records Act (PRA), define public record as any writing containing information relating to the conduct of public business. This applies to submittals pursuant to this RFSOQ. The PRA provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. The materials submitted in response to this RFSOQ are subject to the PRA.

Be advised that any contract that eventually arises from this RFSOQ is a public record in its entirety. Also, all information submitted in response to this RFSOQ is itself a public record without exception. Submission of any materials in response to this RFSOQ constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

If the County receives a request for any portion of a document submitted in response to this RFSOQ, the County will not assert any privileges that may exist on behalf of the person or entity submitting the proposal, and the County reserves the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the Public Records Act and applicable case law interpreting those provisions, the County and/or its officers, agents, and employees retain discretion to release or withhold any information submitted in response to this RFP. Submission of a proposal constitutes a complete waiver of any claims whatsoever against the County and/or its officers, agents, or employees that the County has violated a proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected.

Proprietary or confidential data should be readily separable from the RFSOQ submittal in order to facilitate eventual public inspection of the non-confidential portion of the submitted RFSOQ. Confidential data is normally restricted to confidential financial information.

7.05 Successful and unsuccessful Respondents will receive a written notification of whether their submittal was elevated to the next phase of finalist evaluation. The written notification will be sent to the name and address of the authorized officer of the firm provided in the RFSOQ submittal. The timing of written notification to Respondent is entirely at the County's sole discretion.

ARTICLE 8 – ANTICIPATED SCHEDULE OF EVENTS FOR THE RFSOQ PROCESS

County reserves the right to modify this schedule at any time at its sole discretion.

Project Development Unit Issues RFSOQ	12/5/17
Mandatory Pre-Qualification Conference	12/21/17
RFSOQ Questions via email due: 5:00 pm	1/5/18
Responses to Questions Posted to Webpage	1/12/18
Qualification submittals due: 2:30 pm	1/26/18
Review of all RFSOQ submittals	1/29/18- 2/2/18
Selection Committee produces short-listed Respondents	2/5/18
Notice of pre-qualified Respondents posted	2/5/18
Request for Proposals sent to pre-qualified Respondents	2/6/18
Mandatory Pre-Proposal Conference/Site Visit	2/15/18
Scope of services and fee proposal due: 2:30 pm	3/2/18
Interviews of short-listed Respondents	3/15/18-3/16/18
Selection Committee announces final selection	3/20/18

END OF DOCUMENT

STATEMENT OF QUALIFICATION QUESTIONNAIRE ATTACHMENT A-1 FOLLOWS ON NEXT PAGE

ATTACHMENT A-1 – Request for Statement of Qualifications Questionnaire

Proposers shall complete this entire Request for Statement of Qualifications Questionnaire and submit it in accordance with Document 00 45 16 (Request for Statement of Qualifications). Failure to complete the questionnaire or inclusion of any false statement(s) shall be ground for immediate disqualification.

CONTACT INFORMATION

If joint venture, provide requested information for all companies under the joint venture entity. Attach additional pages to the end of this Questionnaire if needed.

Company Name: _____

Owner of Company: _____

Contact Person: _____

Address: _____

Phone: _____ Email: _____

PART A: GENERAL INFORMATION

1. Does Proposer possess a valid and current California Contractor's license for the work proposed? Yes ___ No ___
2. Does Proposer have an acceptable Contractor Controlled Insurance Program to provide coverage to Contractor, County, and subcontractors as required in Paragraph 5.09? Yes ___ No ___
3. Has Proposer's license been revoked at any time in the last five (5) years? Yes ___ No ___
4. Has Proposer been "default terminated" by an Owner (other than for convenience), or has a Surety completed a contract for Proposer within the last five (5) years? Yes ___ No ___
5. Has Proposer been convicted for willful failure to pay prevailing wages in the last three (3) years? Yes ___ No ___
6. Has Proposer attached copies of its reviewed or audited financial statements and accompanying notes for the last three (3) years? Yes ___ No ___

**Proposers may be disqualified if any answer to questions 1, 2, or 6 is No.
Proposers may be disqualified if any answer to questions 3, 4, or 5 is Yes.**

PART B: SAFETY, PREVAILING WAGE, DISPUTES AND BONDS

1. Has Cal/OHSA, Federal OSHA, the EPA or any Air Quality Management District, or any Regional Water Quality Control Board, cited Proposer in the past five (5) years for its work on a California construction project? Yes ___ No ___

If yes, attach description of each citation and statement why such citation should not disqualify Proposer as a responsible Proposer under the California Public Contract Code.

2. Describe Proposer's safety mission statement that guides the safety management on projects. Describe innovations the Proposer has implemented that improved safety performance.

What is Proposer's Interstate Experience Modification Rate (EMR) in the past five (5) years? A rating in excess of 1.0 may constitute grounds for disqualification as non-responsible.

Provide:

- (a) Proposer's State of California Experience Modification Rate (EMR) for the last five (5) years: _____.
- (b) Proposer's OSHA recordable incident rate for the last five (5) years: _____.
- (c) Proposer's OSHA lost time incident rate for the last five (5) years: _____.

Prevailing Wage Provisions

3. During the last five years, has Proposer been required to pay either back wages or penalties for failure to comply with California state prevailing wage laws or federal Davis-Bacon prevailing wage requirements for any California construction project? Yes _____ No _____

If yes, attach description of each instance and statement why such citation should not disqualify Proposer as a responsible Proposer under the California Public Contract Code.

4. During the last five years, has Proposer been fined, penalized or otherwise found to have violated any prevailing wage or labor code provision not involving back wages or penalties described immediately above? Yes _____ No _____

If yes, attach description of each instance and statement why such citation should not disqualify Proposer as a responsible Proposer under the California Public Contract Code.

License Provisions

5. Has Proposer changed names or license numbers in the past five (5) years? If so, please state reason for change. Yes _____ No _____

Reason: _____
Current California Contractor License Name _____ No. _____

Disputes or Liquidated Damages

6. Has Proposer had any claims, litigation, legal proceedings, or disputes ending in mediation or arbitration, or termination for cause associated with any project since 2010, including litigation involving the Proposer and the proposed staff (in their professional capacities) for the Project? ("Litigation" or "Legal Proceeding" includes, but is not limited to, actions in civil or criminal court, mediation, arbitration, and all other forms of dispute resolution, settled or pending.)
Yes _____ No _____

If yes, attach description of each instance including details of total claim amount, settlement amount, and Owner's name and phone number, and include the following specifics:

List and describe unsettled/pending claims, demands, or notices of default since January 1, 2010.

Has Proposer failed to complete a contract or been removed from a project within the past ten (10) years? Yes _____ No _____

If yes, attach description of each instance and statement why such failure to complete or removal from a project should not disqualify Proposer as a responsible Proposer under the California Public Contract Code.

7. Has Proposer had liquidated damages assessed against it for delay by a Project owner on any project in the past five (5) years? If yes, attach description of each instance including details of total project time, number of days of inexcusable delay and reasons why the delay occurred, claim amount, settlement amount, and Owner's name and phone number. Yes _____ No _____

PART C: FIRM BACKGROUND

Please provide and attach the following information about your firm in accordance with the sequence stipulated in Article 5:

- A. Legal Structure (corporation, partnership, limited partnership, joint venture, etc.)
- B. Size of Firm / Staff
- C. Years in Business
- D. Organizational Chart of Firm, and tenure of executive management
- E. If Firm is a partnership or association, a listing of all of the partners, general partners, or association members known at the time of RFSOQ submission who will participate in an Architectural Contract if awarded.

PART D: EXPERIENCE

The nature of this Project requires prior similar experience for the firm and the Key Personnel assigned. Summarize similar project experience below and provide the detailed project information requested in accordance with the sequence stipulated in Article 5:

1. Key Personnel. List Key Personnel that will be assigned to the Work of the current Project and attach resumes demonstrating their experience/training with the qualifying projects listed in the RFSOQ submittal (see item 2 below):

Principal in Charge
Project Executive
Project Manager
General Superintendent
Project Superintendent(s)
Commissioning Superintendent

Optional:
Project Scheduler
Project Engineers (including MEP Coordinator)
LEED AP & Other Staff
BIM Coordinator

2. Qualifying Projects. On separate sheets, list the requested number of projects required in Article 4 and Article 5, and identify the superintendent, project manager and scheduler. NOTE: this listing will be used to assess compliance with the stated minimum qualifications. Please clearly delineate the following:
 - A. Project Name and Description
 - B. Delivery Method used
 - C. Construction Cost
 - a. Contracted Cost
 - b. Projected cost at completion of design and Final cost at project completion

- c. Cost per Square Foot
- D. Type of Construction (new, renovation, or expansion)
- E. Year Completed
- F. Total Gross Area
- G. Architect/Engineer Contact (name and phone number)
- H. Const. Mgr. or Project Mgr. (name and phone number)
- I. Major subcontractors including Structural System, Structural Subcontractors, and MEP subcontractors.
- J. Change Order Percentage - Did Change Orders exceed ten percent (10%) of original contract sum? If yes, please explain.
- K. Original Scheduled Date of Completion
- L. Actual Date of Completion
- M. Number of Stop Notices filed by Subcontractors or Suppliers
- N. Project photographs and /images
- O. Name of Superintendent
- P. Name of Project Manager
- Q. Name of Scheduler
- R. Name of QA/QC Officer
- S. LEED Certification achieved and any other Zero Net Energy or sustainable construction features
- T. Minimum Qualification Elements Shown and any relevant Special Features
- U. Award(s) Received

3. Relevant Experience. Highlight relevant aspects of project experience regarding:

- A. Local projects. Describe your experience involving projects planned or built in the County of San Mateo and local Bay Area locations. Provide information that demonstrates your ability and experience to provide the services with focus on a local Bay Area project(s).
- B. Demonstrate your local project experience, and knowledge of local subcontractor community and of local market conditions and Proposer's unique skills and services.
- C. Project issues. Summarize how your experience on past projects addressed these project issues:
 - 1. Project Labor Agreements. Provide details of your experience with Project Labor Agreements.
 - 2. Local Participation. Describe your experience in developing participation of local firms, particularly small businesses.
 - 3. Teamwork and collaboration. Describe how you will closely interface and coordinate with Owner, its PM & other Owner's Representatives, the A/E team, and other consultants and users throughout the preconstruction and construction phases.
 - 4. Regulatory agency compliance. Describe how you will anticipate and comply with requirements of agencies having jurisdiction.
 - 5. Change Management. Describe systematic process to identify potential changes early, resolve/process them promptly and negotiate fair pricing.

PART E: FINANCIAL INFORMATION

1. Has Proposer ever reorganized under the protection of bankruptcy laws?
Yes _____ No _____ If yes, please state when _____

2. For each general liability carrier that has written CGL insurance to Proposer over the prior five (5) years, please provide information below:

Agency Name: _____

Contact Name: _____

Phone Number _____

Carrier: _____ A.M. Best Rating: _____

Carrier: _____ A.M. Best Rating: _____

Carrier: _____ A.M. Best Rating: _____

3. Has Proposer ever had insurance terminated by a carrier? Yes _____ No _____

If yes, explain on a separate signed sheet marked with correlating cross-reference to this paragraph of the questionnaire and an explanation of the reasons for the termination, including an explanation, if necessary, why the events that caused the termination of coverage should not disqualify Proposer as a responsible Proposer under the California Public Contract Code.

4. Financial and Bonding Information. (Only one (1) copy required) Include financial information for the Proposer in order to demonstrate Proposer’s financial capability to complete the Project. This may be submitted under seal and treated as confidential to the extent permitted under applicable federal and state law. In order to demonstrate the Proposer’s financial capability, Proposers are requested to submit the following items:

A. Financial statements for the three (3) most recently completed fiscal years (including Income Statement and Balance Sheet) which were audited or reviewed by an independent accounting firm using GAAP or other information for the Proposer and each member of any proposed partnership, joint venture, limited partnership, or association that comprise the Proposer as a legal entity to contract in California to demonstrate the financial capability necessary for this Project. Include also audited or reviewed financial statement for the three (3) most recently completed fiscal years for any parent companies of the Proposer.

B. A list of any loans on which the Proposer or member has defaulted in the last five (5) years.

C. A list of financial references, including the name of the individual, title, company name, and phone number, for at least two (2) individuals that have provided the Proposer (or Project Team Member) with financing during the last three (3) years.

D. Submit a letter from a surety company licensed to do business in the State of California, having a financial rating from A. M. Best Company of A-, VII or better, that states that the Firm has sufficient bonding capacity for the project Scope and cost as stated in these Instructions for Proposals and has agreed to provide the Proposer with the required performance and payment bonds in accordance with the County requirements. Owner shall have the right to verify with the surety that the surety, based upon the bid prices, will issue the required bonds under the conditions stated.

E. Submit a letter from an insurance underwriter, having a financial rating reasonably acceptable to Owner, confirming that the insurer will provide the Proposer the required CCIP coverages and

amounts in accordance with the estimated construction cost noted in Section 1.10.

- F. Identify if the proposing firm is currently for sale or involved in potential transaction to expand or to become acquired or merged by another business entity. If so, explain the impact in both organization and company direction.
- G. Document Proposer's ability to perform the volume of work described in the Contract Documents given Proposer's current and anticipated workloads in [TBD]. Summarize current work commitments broken down by project delivery method (GC, CM, CM Multiple Prime, other) and volume of work.

Proposer hereby declares under penalty of perjury that all the information provided in this questionnaire is true and correct.

SIGNATURE

TITLE

END OF ATTACHMENT A1