

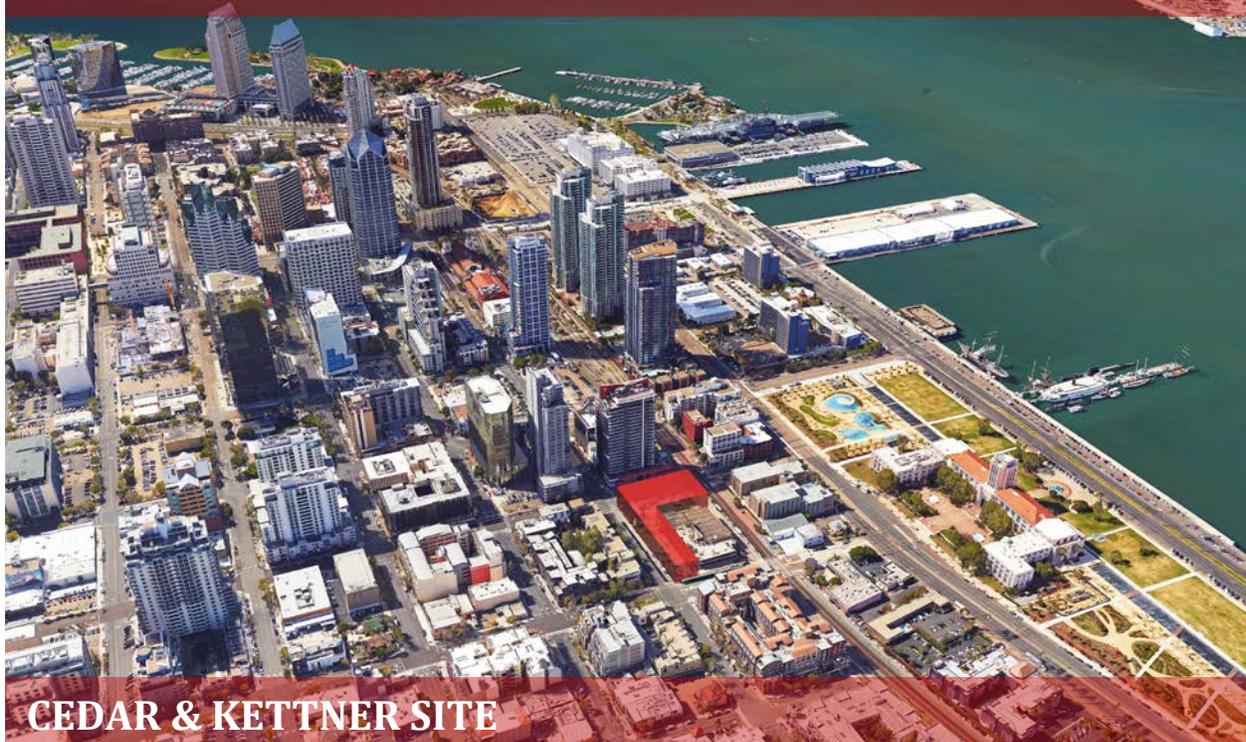
REQUEST FOR STATEMENT OF QUALIFICATIONS FOR THE DEVELOPMENT OF A SITE LOCATED IN DOWNTOWN SAN DIEGO AT CEDAR STREET AND KETTNER BOULEVARD

Opportunity to enter into a long-term ground lease with the County of San Diego for development of a site in the Little Italy neighborhood of Downtown San Diego

Distribution/Advertisement: November 13, 2015

Pre-submittal Conference: November 20, 2015

Submittal Deadline: December 18, 2015



CEDAR & KETTNER SITE

Little Italy – San Diego California



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1.0 Introduction & Overview

1.1 Purpose of Solicitation

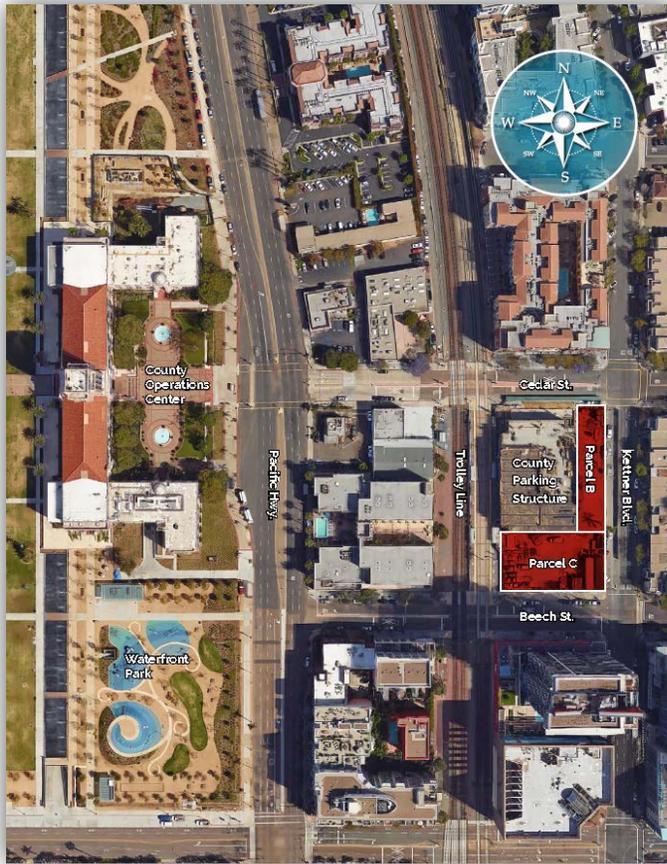
The County of San Diego (“County”), is a political subdivision of the State of California. The County operates pursuant to State of California law and a charter and is governed by an elected five-member Board of Supervisors. The County provides a full range of general government services including police protection, detention and correction, public assistance, health services, recreation, library, flood control, public works and facilities, inactive waste management, airport management and general financial and administrative support.

The County is seeking Statements of Qualifications (“SOQs”) from well-qualified development teams for the opportunity to enter into a long-term ground lease with the County for the development of two parcels (“Site”) consisting of County Parcel 2014-0210-B (approximately 8,581 square feet) and County Parcel 2014-0210-C (approximately 16,989 square feet), located in the vibrant Little Italy neighborhood of Downtown San Diego. Capable, experienced and creative development teams are invited to submit SOQs regarding their development expertise, past success with developing similar projects, financial capabilities and other pertinent information to enable the County to identify a shortlist of development teams for the Site for further consideration of specific development proposals.

This solicitation will consist of two phases, a Request for Statement of Qualifications (“RFSQ”) phase followed by a Request for Proposals (“RFP”) phase. The solicitation is intended to identify and engage a development team that has a demonstrated track record and capacity to successfully design, entitle, build, finance and operate a mixed-use, Class-A multi-family project. It is the primary objective of the County to maximize ground lease revenue by entering into a long-term ground lease agreement with a developer who will develop the Site to its full potential consistent with applicable zoning and design guidelines.



1.2 Project Background



In March 1985, the County acquired the property known as the Cedar/Kettner site (“Property”) (Assessor Parcel Numbers 533-322-04, 05, 06, 07, 09, and 10). The Property is located in the Little Italy neighborhood of San Diego, and consists of a portion of a full city block bounded by Cedar Street on the north, Kettner Boulevard on the east, Beech Street on the south and a railroad/Metropolitan Transit District right-of-way to the west. The construction and recent completion of the nearby Waterfront Park at the County Administration Center created a need to relocate employee parking to another location. On June 19, 2012, the County was authorized to award two contracts on the Property: one to prepare and demolish all existing structures and the second for a design-build parking structure to accommodate the County’s employee parking needs (the Phase I improvements on the Property). The County’s parking

structure has been completed and is intended to serve County employee parking needs during regular office hours or as needed by the County after regular office hours. During evenings and weekends when the structure is not needed by the County, it will be available to the general public. Since the parking structure does not use the entire Property, the County desires to select a development team to enter into a long-term ground lease with the County for the development of the Site with a mixed-use, Class-A multi-family project consistent with the zoning and design guidelines for the Site (the Phase 2a and 2b improvements for the Site).

In April 2015, the County issued a Request for Information to gauge developer interest and proposals for potential projects for the Site. A majority of the respondents expressed interest in developing the Site with a residential mixed-use project including market rate housing, affordable housing, veteran housing, senior housing and micro housing.

On September 29, 2015 the County’s Board of Supervisors authorized County staff to proceed with the issuance of the RFSQ and the RFP seeking proposals for the ground lease and development of the Site.



1.3 Overview of Two Stage Solicitation Process

The solicitation for the Site will include two phases, beginning with a RFSQ phase followed by a RFP phase. Respondents found to be qualified as a result of the RFSQ will be eligible to participate in the RFP phase.

Phase I – Request for Statement of Qualifications

The primary purpose of this RFSQ is to qualify development teams, who will then be eligible to participate in the second step of this 2-step process. In the RFSQ, respondents are asked to provide a Statement of Qualifications (“SOQ”) to enable the County to qualify firms and their key personnel with regards to their ability to provide the experience, capacity and financial resources necessary to ground lease and develop the Site. Only those respondents selected as a result of the RFSQ process will be eligible to move forward and participate in Phase II. The response requirements can be found in Section 4 of this RFSQ.

Phase II – Request for Proposals

Phase II will consist of an RFP process in which the development teams selected through the RFSQ process will be requested to submit fully developed project concepts for all components of the project, including preliminary design drawings, financing strategies and proformas.



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2.0 Solicitation Schedule, Instructions and County Contact

2.1 Solicitation Schedule

The solicitation, receipt and evaluation of the RFSQ responses and the process for selecting a development team are anticipated to follow the time frame below. The County reserves the right to alter the dates below at any time. In the event of any change to the schedule below, all addendums to the RFSQ will be posted

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html.

It will be the respondent's responsibility to determine if any addendums to this RFSQ have been posted on the website up to the final date of submittal.

The County may issue an addendum for changes prior to the Pre-Submittal Conference date or the Deadline for Submittal of Questions regarding the RFSQ date. The actual timing and sequence of events resulting from this RFSQ shall ultimately be determined by the County.

Issuance of the RFSQ	November 13, 2015
Pre-Submittal Conference	November 20, 2015
Deadline for Submittal of Questions regarding the RFSQ	December 9, 2015
Submittal Due Date for RFSQ	December 18, 2015
Interviews of team making minimum qualifications (IF NEEDED)	February 2016
Shortlisting of qualified teams to participate in RFP	February 2016
RFP released to shortlisted teams	February 2016

The pre-submittal conference will occur on November 20, 2015, at 10:00 AM. The conference will be held at 5560 Overland Ave. 1st Floor Room 172, San Diego, CA 92123. Respondent should RSVP by November 18, 2015 to Hugh.Rowles@sdcounty.ca.gov

2.2 Submission Instructions

Phase I submissions shall not exceed a total of seventy-five (75) pages, including any appendices and required forms, using a minimum type size of 11. The respondent shall submit one unbound original copy, ten (10) hard copies and one "high quality" digital PDF file (on a flash drive or CD) delivered no later than: **FRIDAY, DECEMBER 18, 2015, BY 4:00 pm** directly to:

County of San Diego
Real Estate Services Division
Attention: Hugh Rowles, Senior Real Property Agent
5560 Overland Avenue, Suite 410
San Diego, California 92123



Incomplete submittals, incorrect information, or late submittals shall be cause for disqualification. **Copies received by e-mail or fax will not be accepted.**

All response documents become the property of the County and are subject to the Public Records Act requirements set forth in State of California Government Code Section 6250 and must comply with the following:

- a) Respondents shall submit separate exhibits in separate files for the SOQ packages and (if applicable) Confidential/Proprietary exhibit components of their RFSQ.
- b) Respondents shall submit a completed SOQ package.
- c) Respondents shall organize content to correspond to the applicable question or requirement. All forms, responses and attachments shall be sequentially numbered to correspond to the applicable question or requirement.
- d) No confidential or proprietary information is to be included in the completed SOQ package. Responses that include the confidential or proprietary information shall refer to the response contained within the Confidential/Proprietary exhibit (for example: If a submittal requirement requires staff Social Security Numbers, the response to the requirement shall refer to the section of the Confidential/Proprietary exhibit where a Social Security Number was required.)
- e) Respondents shall submit a separate Confidential/Proprietary exhibit (if applicable). The County is a public agency subject to the disclosure requirements of the Public Records Act, State of California Government Code Section 6250 and following sections. The County intends to publish contracts, which may contain some or all of the successful SOQs, to its public web site. If confidential or proprietary information is contained within the submission:
 - (i) The exhibit must be submitted in a separate, clearly-labeled file with all pages marked as "EXHIBIT - CONFIDENTIAL/PROPRIETARY".
 - (ii) The respondent must provide a signed "Nondisclosure Indemnification Agreement" which can be found in Appendix B.1 – Form A – Indemnification Agreement.
 - (iii) In accordance with the State of California Public Records Act, the County will not treat pricing or terms and conditions as confidential. Confidential/Proprietary exhibits will be examined prior to review, and price or terms and conditions may be removed or the County may declare an SOQ non-conforming because of the inclusion of price or terms and conditions in the Confidential/Proprietary exhibit.

All SOQs become the property of the County. A respondent may request the return of its SOQ upon withdrawal as specified in Section 6.2, the County may grant or deny the return of a SOQ in its sole discretion.

It is understood and agreed by the respondent that in submitting an SOQ that the County has the right to withhold all information regarding this solicitation until after the lease contemplated by this RFSQ is approved by the County's Board of Supervisors and fully executed. Information releasable after the



execution of the lease contemplated by this RFSQ is subject to the disclosure requirements of the Public Records Act of the State of California Government Code Section 6250 and following sections.

All respondents will be required to complete, sign and return Form A - Indemnification Agreement located in Appendix B.1.

2.3 County Contact

Interested parties should direct inquiries and submit their RFSQ response (marked and entitled “Cedar and Kettner Development RFSQ”) to:

County of San Diego
Real Estate Services Division
Attention: Hugh Rowles, Senior Real Property Agent
5560 Overland Avenue
Suite 410
San Diego, California 92123
Telephone: 858-694-2317
Fax: 858-694-2369
E-mail: Hugh.Rowles@sdcounty.ca.gov

2.4 Questions

All questions and communications should be in writing and sent via e-mail directly to the County contact person at the address listed in Section 2.3. Questions and requests for clarification related to definition or interpretation of this RFSQ shall be submitted in writing prior to 3:00 p.m. on December 9, 2015. No questions will be accepted via telephone and oral explanations or instructions shall not be considered binding on behalf of the County. An addendum will be issued in response to any questions. No other communications with County officials, be it either elected or staff, should take place during the selection process in an effort to influence the selection process. Any attempt to influence the selection process could result in the disqualification of the respondent’s proposal.



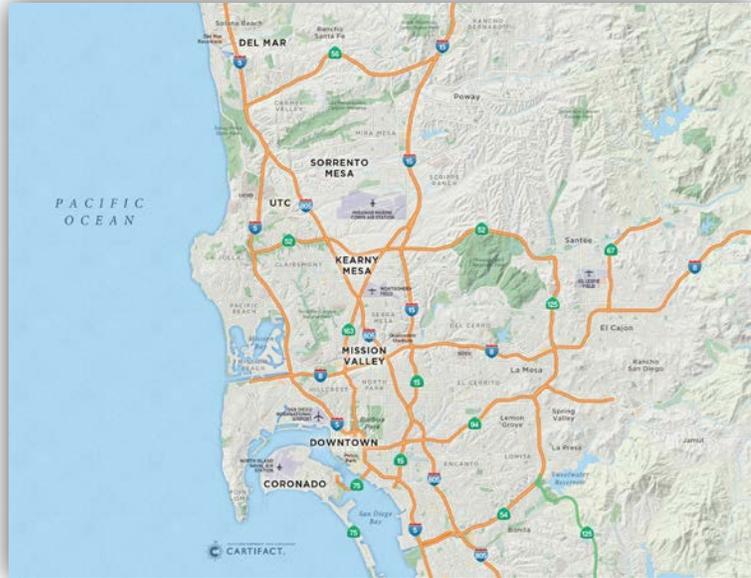
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3.0 Proposed Development Opportunity

3.1 Market Overview

San Diego County combines a commitment to innovation, exemplary cultural amenities and a matchless climate to create the perfect locale for doing business. The county covers 4,261 square miles and is bound by the 60-mile international border with Mexico to the south and by 70 miles of Pacific Ocean coastline to the west. San Diego has world-class infrastructure, is a leader in cutting-edge innovation and technology industries and is recognized as one of the foremost high-tech hubs in the United States. The County encompasses 18 incorporated cities and is home to more than 3.2 million people. It is the second most populous county in California, and the fifth most populous in the United States. The County is expected to add nearly 800,000 new residents by the year 2030 and reach a population of 4.4 million by the year 2050.



The San Diego regional workforce is very well-educated, with 35% holding bachelor or post-graduate degrees, creating the highest number of college graduates and doctoral degrees per capita of any city. Generating an annual GDP of \$202 billion, San Diego is a leader in the military/defense sector (centered around military bases at Camp Pendleton, Naval Base Coronado and Naval Base San Diego), technology and health sciences (including companies such as Qualcomm, Sharp HealthCare and Scripps Health) and educational institutions (University of California San Diego, San Diego State University, California State University San Marcos and University of San Diego). The region is home to more than 500 life sciences firms, the highest concentration of Navy and Marine Corps facilities in the United States (including the U.S. Navy's Third Fleet headquarters and the Space and Naval Warfare (SPAWAR) Systems Command), dozens of defense contractors and world-class research institutes.

Over the past decade, San Diego has emerged as a national leader in the new, knowledge-based economy. It has the most diversified high-tech economy in the nation, with hundreds of biotech, communications, software, defense, Internet, IT and clean energy firms. Leading collaborative efforts to bring innovation to market are world-class institutions including UC San Diego, the Scripps Research Institute, the Salk Institute for Biological Studies and the Sanford-Burnham Institute. The San Diego region has been able to harness this intellectual capital and convert it into new companies, jobs and



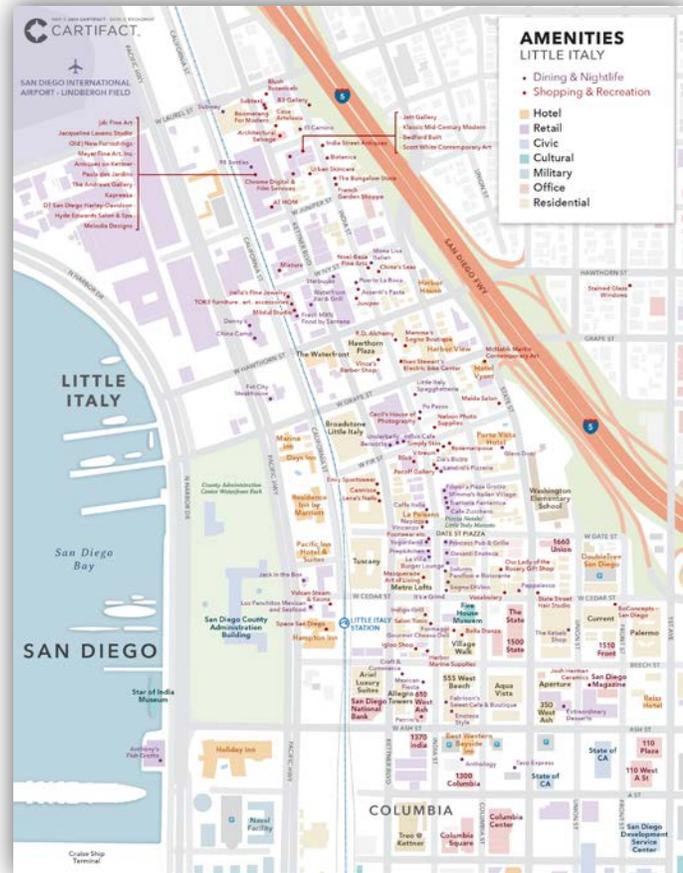
consumer products. The region boasts over 140,000 technology jobs, equal to approximately 12.9% of all private sector employment. With over 6,500 technology companies located in San Diego, there is consistent demand for highly educated workers.

The City of San Diego has transitioned from a large city to a full-fledged global metropolis. According to US Department of Labor statistics as well as research entities such as Kiplinger, US News and World Report and Forbes, the City is one of the “Top 25 Best Large Cities for Jobs and Business in America”. Downtown San Diego is at the heart of the city and has experienced significant growth over the last decade.

Ideally situated between Balboa Park, the largest cultural park in the country, and the beautiful San Diego Bay, Downtown San Diego has experienced a renaissance following significant redevelopment efforts that began with the construction of the Horton Plaza retail center, the rehabilitation of the Gaslamp Quarter National Historic District in the 1980s and the construction of the San Diego Convention Center in 1989 (and its expansion in 2001). The San Diego Convention Center, supporting approximately 12,500 region-wide jobs, has become one of North America’s leading convention facilities. In fiscal year 2014, the Convention Center hosted 153 events, attracted more than 780,000 attendees and was responsible for \$1.33 billion in economic impact to the region. Tourism and entertainment are also huge drivers of the San Diego economy as the area hosts more than 32 million visitors each year who enjoy the region’s myriad, world-class attractions such as the San Diego Zoo and Safari Park, SeaWorld, Legoland, the NFL San Diego Chargers, the MLB San Diego Padres, Coronado Island, the historic Gaslamp Quarter, Balboa Park and San Diego’s vibrant craft brewery scene. More than 250,000 cruise ship passengers pass through the Port of San Diego each year, bringing \$155 million into the local economy. Due in part to San Diego’s popularity as a cruise ship destination, Downtown’s waterfront has re-emerged as a focal point for future growth, with projects such as the North Embarcadero Visionary Plan, Hilton Convention Center Hotel and the Harbor Drive Pedestrian Bridge significantly improving Downtown’s connection with San Diego Bay for area residents and visitors. As part of this rejuvenation of San Diego’s waterfront, the 12-acre Waterfront Park opened in May 2014 next to the County Administration Center in Little Italy. The vibrant Waterfront Park, located one block from the subject Site, contains grass and picnic areas, gardens, a playground and an interactive water fountain.



Originally a home to San Diego's burgeoning tuna fishing industry, Little Italy is a lively neighborhood filled with patio cafés, restaurants, pubs, art galleries, shops, hotels and the beautiful Amici Park. Laurel and Ash Streets form the neighborhood's north and south borders while I-5 and the Pacific Highway delineate the area to the east and west edges. The neighborhood, centered primarily along India Street one block east of the Site, is extremely well known as a top dining and entertainment destination in the City. Little Italy is comprised of a mix of residential developments including detached single-family homes, condominiums, row homes, townhouses, lofts and live/work spaces. Given Little Italy's vibrant cultural, food, drink and entertainment scene, it is unsurprising that the neighborhood has been a hotbed of multi-family development benefitting from a young and educated workforce who desire to be in urban, transit-oriented and amenity-rich neighborhoods.



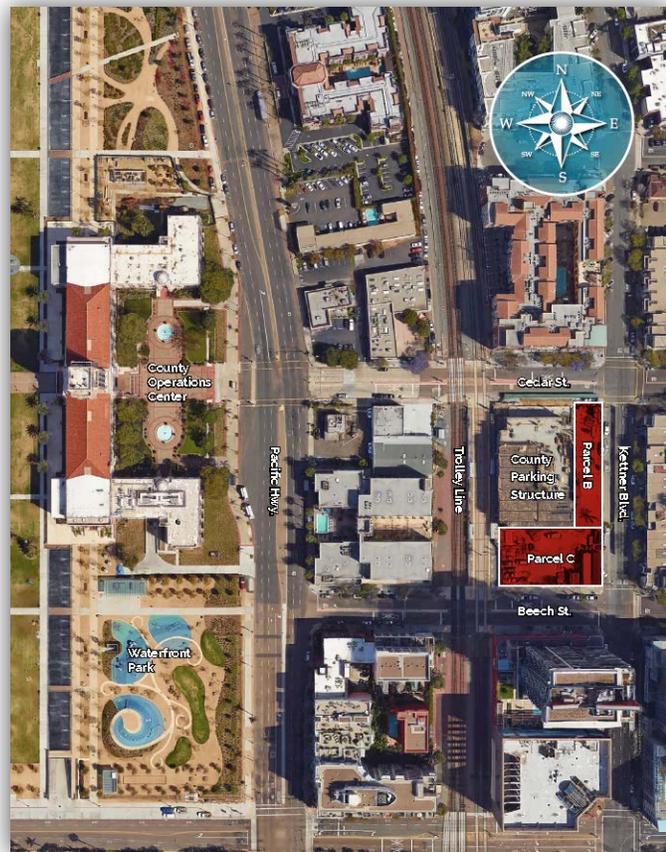
According to a recent JLL San Diego Multifamily Overview Report from the 2nd quarter of 2015, the current population of San Diego is expected to grow 1.1% year-over-year from a current population of 3.2 million with an expected 3.3% rise in employment growth, making San Diego the 16th fastest growing city in America. San Diego enjoys one of the highest multifamily occupancy rates in the country (97.2%) due to the high cost of housing, natural barriers to entry, limited growth in the supply of new multifamily housing units, a diverse local and regional economy as well as the high quality of life. The local unemployment figure as of August 2015 was 5.1%, an improvement of 150 basis points over the past year and below the State of California's average of 6.1%. San Diego County has added more than 47,000 jobs over the past 12 months and the area's low unemployment reflects the strength of the local and regional economy and the desire to make San Diego home. San Diego has also been a very strong area for venture capital, pulling in more than \$800 million in technology and life-sciences investments from Q2-2014 to Q2-2015. Not surprisingly, this focus on the technology industry attracts a young, diverse population to the San Diego area as it boasts the 2nd largest population of millennials (27%) in the entire country. According to the report, 62% of these millennials prefer to live in mixed-use communities in close proximity to shops, restaurants and employment and only 22% of San Diego millennials own a home (compared to 53% of San Diegans) which supports demand for multifamily



housing product in vibrant, transit-oriented areas such as Little Italy. Additionally, millennials put a higher premium on the amenities within a housing product (technology, collaborative spaces and social spaces) than they do on the square footage of the units. Given San Diego's robust and technologically savvy economy, a diverse, educated and young population and a vibrant entertainment, social and sports scene, San Diego enjoys some of the lowest cap rates on Class-A multi-family product in the nation at between 3.75% and 4.25%.

3.2 Site Description

The Property is located in the vibrant Little Italy neighborhood of Downtown San Diego and consists of an entire city block which measures approximately 52,500 square feet. The Property is bounded by Cedar Street to the north, Kettner Boulevard to the east, Beech Street to the south and a railroad/Metropolitan Transit District right-of-way to the west. On Parcel 1 (County Parcel 2014-0210-1 - approximately 27,007 square feet) located at the northwest corner of the Property, the County has completed construction of a 640-space parking structure to be used by County employees during regular office hours or as otherwise determined by the County and will be available for the general public during evenings and weekends. The Site consists of the remaining two parcels on the Property. Parcel 2 (County Parcel 2014-0210-B - approximately 8,581 square feet) is located on the northeast section of the Property and Parcel 3 (County Parcel 2014-0210-C – approximately 16,989 square feet) is located on the southern portion of the Property. The County anticipates ground leasing the Site for future development.



The Site has outstanding access (.6 mile) to Interstate-5 and enjoys a prime location a few short blocks to North Embarcadero, the County's Waterfront Park, Horton Plaza shopping mall, San Diego Padres' Petco Park, San Diego Bay and Balboa Park. The Site is very well served by local bus routes and also boasts a light rail station (County Center / Little Italy Station) directly on its western edge making the Site a prime and rare transit-oriented development opportunity.



3.2.1 Project Scope

The County anticipates entering into a long term ground lease for the two undeveloped parcels [Parcel 2 and Parcel 3]. A full map of the Site can be found in Appendix A.1.

Parcel 2 (CPN: 2014-0210-B)

- Approximately 42 feet x 203 feet
- 8,581 total square feet
- .197 acres

Parcel 3 (CPN: 2014-0210-C)

- Approximately 98 feet x 175 feet
- 16,989 total square feet
- .39 acres

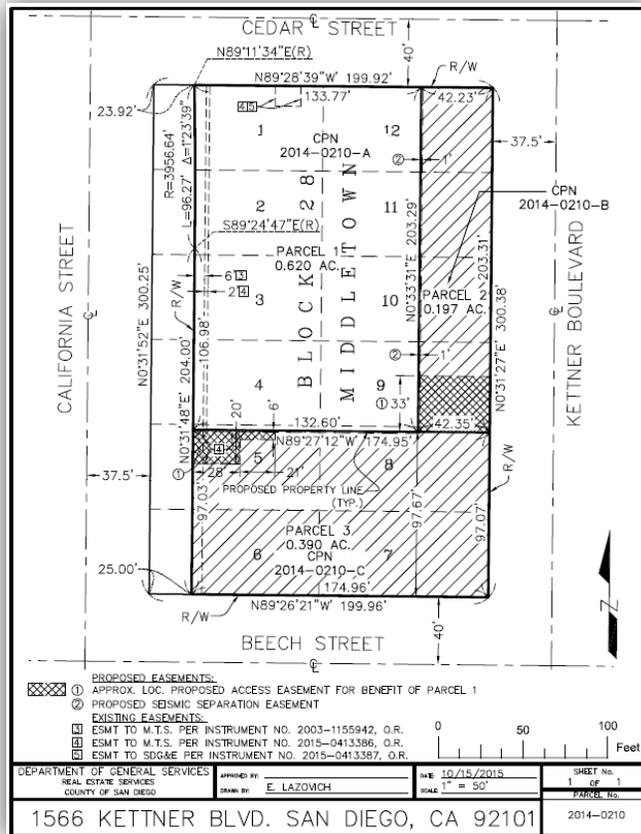
As shown on the site map, the County will be reserving an approximate 33-foot wide access easement at the southern edge of Parcel 2 with sufficient height to allow ingress-egress to the County’s parking structure located on Parcel 1. Improvements on Parcel 2 will need to accommodate for the County’s easement, however, development will be allowed above the easement.

Parking for the private development will need to be accommodated on the Site. The County is open to development scenarios that incorporate the use of the County’s parking structure’s ingress/egress points as well as its ramping and circulations. The County’s parking structure has been constructed to allow access from the County garage into Parcel 3 for new parking within the Site.

It is the County’s expectation that the developer will enter into a long-term ground lease with the County and will be responsible for designing, entitling, financing, building and operating any proposed development on the Site. The County will consider a lease term of between 60 to 99-years.

3.2.2 Allowable Uses

The Site is zoned as Residential Emphasis (RE) and lies within the Little Italy Sun Access (LISA) overlay zone of the Centre City Planned District Ordinance (PDO). The RE zoning allows for a variety of uses (office, hotel, and retail) but requires at least 80% of the gross floor area to be residential uses. The Site is zoned CCPD-R and the zoning allows for minimum floor area ratio (“FAR”) of 3.5 and a maximum FAR of 6.0. FAR bonus may be earned and/or purchased allowing for a maximum FAR of 8.0.



3.3 Review of Planning Documents

Development teams planning to submit RFSQ responses should review the City of San Diego’s General Plan, Downtown San Diego Community Plan, the Center City Planned District Ordinance, the Downtown Design Guidelines and all other relevant documents to understand all of the development standards for the Site prior to preparing design concept narratives, and basic concept drawings.

3.3.1 Downtown Community Plan

The Downtown Community Plan (Plan) focuses on promoting a mixed-use environment and strategies to achieve building intensities ensuring efficient use of available land in downtown. The Plan envisions a neighborhood of diverse incomes and a broad array of supporting stores, services and opportunities for living in close proximity to jobs, transit and shopping.

The “Guiding Principles” are at the heart of the Plan. They express a vision for downtown and its emergence as a major center “Rising on the Pacific”, together creating the overarching goals that the Plan strives to achieve. The Guiding Principles are the target for the future, and provide the platform for the detailed policies of the Plan and implementing ordinances. They have been shaped by input from community members and stakeholders, research into overall existing conditions and opportunities, enduring historical and cultural attributes and specific issues such as economic and market conditions.

The Guiding Principles are as follows:

- A distinctive world-class downtown, reflecting San Diego’s unique setting
- San Diego as “the center of the region”
- Intense yet always livable, with substantial and diverse downtown population
- A nucleus of economic activity
- A collection of unique, diverse neighborhoods with a full complement of uses
- A celebration of San Diego’s climate and waterfront location
- A place connected to its context and to San Diego Bay
- A memorable, diverse, and complex place

The Plan establishes several kinds of incentives and exemptions to promote desirable civic benefits:

- Retail Along Active Streets - In order to create vital retail districts in strategic locations, the Plan exempts active retail/commercial uses and other public uses on the ground floor from FAR calculations on designated main streets and commercial streets.
- Affordable Housing - To promote affordable housing downtown and to ensure consistency with State of California Government Code Section 65915, an FAR bonus is available for projects meeting on-site affordable housing requirements. Bonus FAR would vary depending on the amount and type of affordable housing provided, with the maximum FAR bonus being 35% of the residential FAR of a project.
- Bonus Program for Parks and Public Infrastructure - In specific locations, increased FAR (beyond base FAR) is available through payment into the FAR Bonus Payment Program.



- Specific Amenities and Improvements - In specific locations, increases in the FAR (beyond the base FAR) are allowed for providing improvements or amenities in excess of those required as part of normal development requirements. These include urban open spaces, green roofs, three-bedroom family units and employment uses. The conditions for fulfilling these requirements are spelled out in detail in the Centre City PDO.

3.3.2 Centre City Planned District Ordinance

The purpose of the Centre City Planned District Ordinance (CCPDO) is to establish land use regulations and design and development criteria to implement the Downtown Community Plan. This division is intended to establish regulations that will:

- Result in a distinctive world-class downtown, drawing on the city’s magnificent waterfront setting, its outstanding climate and its location as a transportation hub.
- Establish downtown San Diego as the physical and symbolic heart of metropolitan San Diego and the regional administrative, commercial, and cultural center.
- Create an intense yet livable downtown that contributes to the area’s vitality and its economic success and allows residents to live close to work, transit and culture.
- Reinforce transit, with a pedestrian emphasis, while accommodating vehicles.
- Link together a collection of unique, diverse and memorable neighborhoods within downtown, with a full complement of uses, distinctive streetscapes, character and scale.
- Reconnect downtown’s neighborhoods to the waterfront, Balboa Park, and the surrounding neighborhoods.

3.3.3 Downtown Design Guidelines

Based on the Plan and the Guiding Principles outlined above, the Downtown Design Guidelines (“Guidelines”) are intended to provide guidance that will further enhance the natural beauty, physical character and livability of downtown San Diego. The Guidelines, when utilized in conjunction with neighborhood-specific guidelines and the Centre City Planned District Ordinance (CCPDO), will help achieve the vision and guiding principles of the Plan, resulting in San Diego’s continued prominence as a distinctive, world-class downtown. The Guidelines provide a framework for 4 major areas -- Urban Design Framework, Street Corridor Guidelines, Blocks & Buildings Guidelines and Public Art Guidelines.



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4.0 RFSQ Requirements

A complete, concise and professional response to this RFSQ will enable the County to identify the most qualified respondents.

Any respondent selected must demonstrate the experience, resources and expertise needed to successfully design and develop the proposed project described in Section 3. Past design and development experience with similar projects will be critical in evaluating responses to this RFSQ. Additionally, financial capacity and/or access to funding sources will also be critical in evaluating the successful respondents. Finally, the successful respondent must demonstrate the ability to deliver projects in a timely manner and within budget.

Respondents shall follow the format described below. The contents of the submittal must be clear, concise and complete. Phase I submissions shall not exceed a total of seventy-five (75) pages, including any appendices and required forms, using a minimum type size of 11. Respondents shall submit one unbound original copy, ten (10) hard copies and one “high quality” digital PDF file (on a flash drive or CD), along with one separate sealed envelope with “Confidential” Information (see Section 2.2), unless otherwise noted.

Each section of the RFSQ response shall be tabbed and labeled in the order shown below.

4.1 Submittal Cover

The submittal cover shall include the title of the RFSQ, submittal date, the lead respondent, principal contact, address, telephone number, fax number, email address and web site address if applicable.

4.2 Table of Contents

The table of contents shall be complete and clear indicating section headers and pages.

4.3 Transmittal Letter

A duly authorized official of each respondent or lead firm must execute the transmittal letter in blue ink. For respondents that are joint ventures, partnerships, limited liability companies or other associations, the transmittal shall be appended with letters on the letterhead stationery of each equity member, executed by authorized officials of each equity member, stating that representations, statements and commitments made in the SOQ on behalf of the equity member’s firm have been authorized by, are correct, and accurately represent the role of the equity member’s firm in respondent team. Form B included in Appendix B.2 shall be used to complete this section.

4.4 Executive Summary

The “Executive Summary”, not exceeding two (2) pages, shall be written in a narrated, non-technical style and shall contain sufficient information for reviewers with both technical and non-technical backgrounds to become familiar with each respondent’s SOQ and the respondent’s ability to satisfy the financial and technical requirements of the project. The Executive Summary shall also include any



relevant information the respondent believes is necessary to introduce the development team and project to the County.

4.5 Identify the Development Team

Include a complete but succinct description of the proposed development team including the identification of the primary developer and development partners that make up the key members of the development team, clear identification of the project lead for the day-to-day management of the project as well as key contacts for each development partner and consultants who will be responsible for implementing the project. Provide clear identification of which entities make up the development team and which would be parties to the development agreement and/or ground lease with the County. At a minimum, the submittal shall identify the lead development firm, joint venture partner firms, financial partners, lead planning and design firms, general contractor and other proposed partners or consultants. This section should also identify the lead contact for each firm, including contact name, address, phone number and email address. Additionally, respondents should complete Form C in Appendix B.3 and Form D in Appendix B.4.

4.5.1 Minimum Requirements of the Development Team

The respondent's developer, architect and general contractor must demonstrate successful development of at least three (3) projects, within the last ten (10) years, including the planning, designing, financing and construction of a project consistent with the proposed development in the respondent's SOQs.

- A. Developer shall have specific experience with:
 - 1. At least three (3) projects where the lead developer was primarily responsible for the development of the project of similar nature to that which is proposed in the SOQs;
 - 2. At least one (1) of the three (3) projects listed in Section 4.5.1 above, the development value must be over \$25 million.
 - 3. The development of one (1) LEED certified (or international equivalent) project of similar nature to that which is proposed in the SOQs.
- B. Designer/Architect shall have specific experience with:
 - 1. At least three (3) projects where the architectural team was responsible for the design of the project of similar nature to that which is proposed in the SOQs; and
 - 2. The design of one (1) LEED certified (or international equivalent) project of similar nature to that which is proposed in the SOQs.
- C. General Contractor shall have specific experience with:
 - 1. Ground-up construction of at least three (3) projects of similar nature to that which is proposed in the SOQ's;
 - 2. Construction of at least one (1) LEED certified (or international equivalent) project of similar nature that that which is proposed in the SOQs; and



3. Construction of at least one (1) project for which the construction value was over \$25 million and of similar nature to that which is proposed in the SOQs.

4.6 Project Related Experience

This section shall be used to provide examples of the respondent's experience in the past ten (10) years specifically related to the envisioned scope of development. Project-related examples shall include the award date and completion date for each development. For each listing include the name(s) and telephone number(s) of the respondent's projects manager and development project manager. Respondents are limited to a maximum of ten (10) projects in the aggregate per respondent team. At least two (2) examples shall be that of the developer, at least two (2) should be that of the planning, design, and/or architectural firm and at least two (2) should be that of the general contractor(s). Respondents are encouraged to provide examples where team members have collaborated on the same project. Individual project examples shall not exceed one (1) page, for a total of ten (10) pages in aggregate.

4.7 Project Personnel

This section shall identify the contact person with primary responsibility for the project, the personnel proposed to work on this project, any joint venture partners and consultant key personnel. The persons listed will be considered committed to the project with no substitutions allowed without prior agreement by the County. A resume or biography for each key professional and technical person assigned to the project, including partners and consultants, shall be submitted and shall not exceed one (1) page. At a minimum the key personnel shall include those personnel listed below:

1. **Project Executive.** A Project Executive with at least ten (10) years of experience as a project executive and having worked on a minimum of three (3) mixed-use Class-A multi-family projects, each of at least \$25 million, in an urban downtown environment. The Project Executive shall be an individual with the authority to make binding decisions on behalf of the developer through the design and construction phases of the project and shall have the overall responsibility for ensuring the project is delivered in accordance with the development agreement.
2. **Project Manager(s).** Project Manager(s) with at least ten (10) years of experience as a project manager and having worked on a minimum of three (3) mixed-use Class-A multi-family residential projects, each of at least \$25 million, in an urban downtown environment. The Project Manager shall be an individual with authority to make binding decisions on behalf of the developer through the design and construction phases of the project and shall be responsible for managing and coordinating the entire development process, including budgeting, scheduling, planning, design, construction, FF&E and any other processes related to the design and construction of the project. At least one (1) project shall be a project listed in the respondent list of qualifying project examples.
3. **Architect.** An architect with at least ten (10) years of experience as a lead designer/architect who has worked on a minimum of at least three (3) mixed-use Class-A



multi-family residential projects, LEED certified, within the last ten (10) years. At least one (1) project shall be a project listed in the respondent list of qualifying project examples.

4. **Construction Manager.** A Construction Manager with at least ten (10) years of experience as a construction manager and having worked on a minimum of three (3) mixed-use Class-A multi-family residential projects, particularly in an urban downtown environment. At least one (1) project shall be a project listed in the respondent list of qualifying project examples.
5. **Other Key Personnel.** Other key personnel of the respondent team not listed above that are listed in the organization chart at an equal or higher level than those key personnel listed above.

4.8 Organization Chart

This section shall include an organization chart containing the names of all key personnel, any joint venture partners and consultants with titles and their specific task assigned for this project.

4.9 Development Team References

This section shall be used to provide a listing of development team references. For each team member, included as part of the project personnel above, provide at least three (3) professional references (e.g., lenders, investors, major accounts), with full names, relationships to the team member, address, telephone number and e-mail address.

4.10 Financial Information

This section shall be used to provide the financial information for the development team including the prime, any joint venture partners and letters of interest or commitment from potential lenders. Forms C, D, E, F and G as listed in Appendix B shall be used to disclose some of the required information. See Section 2.2, regarding the submission of "Confidential" information in a separate sealed envelope.

Required information includes:

- a. Most current unaudited financial statement on a year-to-date basis including balance sheet, income statement and cash flow statements. Items submitted under this section will not count against the maximum page count for the RFSQ response;
- b. Last three (3) years of audited financial statements prepared by an independent certified public accounting firm which include a balance sheet, income statement, cash flow statement and associated notes to the financial statements. If audited financial statements are not available then the respondent shall include the last three (3) years of tax returns submitted to the IRS. Respondent may be asked clarifying questions regarding the financial statements or tax returns. If a respondent is a sole proprietor or a wholly-owned corporation owned by a single individual, and the development team will rely on the financial assets of the sole proprietor or single owner of the corporation, then the individual's tax returns and financial information must also be disclosed. Items submitted under this section will not count against the maximum page count for the RFSQ response;



- c. Listing of projects financed - Forms E, F, and G as listed in Appendix B shall be used to disclose the information. The listing shall include the total project cost, amount of equity placed, the source of the equity, amount financed and the source of the financing. The listing of projects should include any projects identified under Section 4.6 - Project Related Experience, but is not limited to those projects under Section 4.6; and
- d. Any letters of interest or commitment letters from potential lenders or equity partners.

4.11 Litigation and Bankruptcy History

This section shall be used to disclose any litigation and/or bankruptcy information. Form C in Appendix B.3 shall be used to disclose the information. During the past ten (10) years, has the developer, or joint venture partner, including their parent corporation or subsidiary or affiliated corporation as well as any of the development team's officers, principal members, shareholders or investors been adjudged bankrupt, either voluntary or involuntary, or have been involved in litigation relating to a development project either voluntary or involuntary? See Section 2.2, regarding the submission of "Confidential" information in a separate, clearly-labeled file.



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5.0 Evaluation Criteria

Evaluation criteria shall comprise of qualifications of the respondents and their financial resources and capabilities. Following is a guide to the criteria which will be used in evaluating the respondents.

5.1 Pass/Fail Criteria

Following or in conjunction with evaluation of each SOQ for responsiveness, the County's Director, Department of General Services, will evaluate each SOQ based upon the following pass/fail criteria. A SOQ that fails to meet the following pass/fail criteria, including, without limitation, any minimum experience requirements within specified time frames, will not be qualitatively evaluated. Only responsive SOQs that are determined to have passed, or may be determined to pass, all of the following pass/fail requirements will be evaluated qualitatively.

5.1.1 Administrative Pass Fail Criteria

The following list represents the "pass/fail" criteria as they relate to the administrative and legal aspects of the SOQ:

1. Proposal in in the format requested with all required forms;
2. The SOQ contains an original executed transmittal letter as required in Section 4.3;
3. If the respondent is a consortium, partnership or other form of joint venture, the SOQ contains an executed teaming agreement or, if an executed teaming agreement does not exist, a summary of the key terms of the anticipated teaming agreement;
4. If the respondent is a consortium, partnership or other form of joint venture, the SOQ includes a letter signed by each Equity Member indicating a willingness to accept joint and several liability until the point at which developer creates a special purpose entity as permitted in the agreement between the parties;
5. If any of the major non-equity members is a consortium, partnership or any other form of joint venture, the SOQ contains an executed teaming agreement or, if an executed teaming agreement does not exist, a summary of the key terms of the anticipated teaming agreement;
6. Neither respondent nor any other entity that has submitted Form C as required by this RFSQ is currently disqualified, removed, debarred or suspended from performing or bidding on work for the federal government, any state government or any municipal government;

5.1.2 Financial Pass/Fail Criteria

The following list represents the "pass/fail" criteria as it relates to the financial aspects of the SOQ:

1. The respondent is capable of obtaining (i) payment bond or bonds in the aggregate amount of \$50 million from an "Eligible Surety", and (ii) a performance bond or bonds in the aggregate amount of \$50 million from an Eligible Surety.
2. At least one single equity member meets all of the following:



- a. Experience over the last ten (10) years in closing the financing of at least three (3) projects consistent with the proposal submitted by the respondent, each in excess of \$25 million of non-recourse debt and equity. At least one (1) project must be in excess of \$25 million of non-recourse debt and equity.
- b. At least one (1) of the projects meeting the requirements of 2.a (above) is a public-private partnership which was a design-build-finance, design-build-finance-maintain, and/or design-build-finance-operate-maintain and/or other forms of public-private partnership in excess of \$25 million of non-recourse debt and equity.
- c. At least one of the projects meeting the requirements of 2.a (above) was under the control of the equity member for at least four (4) years following the financial close and the project is currently in operations.

To be eligible for consideration in the pass-fail evaluation:

- The relevant experience must be on project where the equity member held a minimum of thirty percent (30%) equity interest (not including any shares held by public entities) at financial close in the entity actually securing the financing package;
- The relevant experience must be from an equity member that will hold a minimum thirty percent (30%) equity interest (held in the form of share or partnership interest) in the development entity; and
- For equity members that invest through one or more funds or vehicles under common management or ownership, the relevant experience may include the experience using these funds or vehicles.

5.1.3 Technical Pass/Fail Criteria

The following list represents the “pass/fail” criteria as it relates to the respondent’s technical aspects of the SOQ. At a minimum the respondent’s team must include:

1. A “Lead Developer” with experience in planning, designing and constructing mixed-use Class-A multi-family projects. To be eligible the Lead Developer must demonstrate in the last ten (10) years:
 - a. Meeting all the minimum requirements specified in Section 4.5.1.
 - b. To be eligible for consideration in the pass-fail evaluation, the relevant experience must be projects in which the lead developer (or member of the Lead Developer, if a consortium, partnership or other form of joint venture) held a minimum of thirty (30%) of the ultimate responsibility for the development of the project.
2. An “Architectural Team” with experience, as lead architect, in designing mixed-use Class-A multi-family projects, within the last ten (10) years. To be eligible the Architectural Team must demonstrate the following:



- a. Meeting all the minimum requirements specified in Section 4.5.1; and
 - b. To be eligible for consideration in the pass-fail evaluation, the relevant experience must be from a member of the Architectural Team that performed at least thirty (30%) of the ultimate responsibility for the listed design experience.
3. A “Lead Contractor” with experience, as lead contractor, substantially completed a mixed-use Class-A multi-family project within the last ten (10) years. To be eligible the Lead Contractor must demonstrate the following:
- a. Meeting all the minimum requirements specified in Section 4.5.1; and
 - b. To be eligible for consideration in the pass-fail evaluation, the relevant experience must be on project where the Lead Contractor (or member of the Lead Contractor, if a consortium, partnership or other form of joint venture) held a minimum of thirty percent (30%) of the ultimate responsibility for the listed experience.

5.1.4 Key Personnel Pass/Fail Criteria

Respondent’s key personnel must meet the applicable minimum qualifications outlined in Section 4.7.



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6.0 Disclosures and Additional Information

6.1 County's Rights Pertinent to this Solicitation

6.1.1 Approval

Any proposed agreement resulting from the RFSQ and RFP processes shall be subject to final approval by the County's Board of Supervisors.

6.1.2 County Commitment

- a. County shall have the right to reject or accept any SOQ, or any part of a SOQ for any reason at its sole discretion.
- b. This RFSQ does not commit the County to award, nor does it commit the County to pay any cost incurred in the submission of the SOQ, or in making necessary studies or designs for the preparation of the SOQ, nor procure or contract for services or supplies. No reimbursable cost may be incurred in anticipation of the approval of the lease contemplated by this RFSQ.
- c. County reserves the right to accept or reject any or all SOQs received as a result of this RFSQ.
- d. County reserves the right to terminate this RFSQ in part or in its entirety at any time prior to the approval of the lease contemplated by this RFSQ.
- e. No prior, current, or post award communication with any elected official, officer, agent, or employee of the County shall affect or modify any terms or obligations of this RFSQ except as explicitly provided for in this RFSQ.

6.1.3 Late, Modified or Withdrawn SOQ

- a. Any SOQ received at the office designated in the solicitation after the exact time specified for receipt will not be considered.
- b. The SOQ will be accepted if it was sent by mail or personal delivery, and it is determined by the County that the late receipt was due solely to mishandling by the County after receipt by the County.
- c. SOQs may not be modified after the due date, except a modification resulting from the County's request for a revised SOQ, or an addendum to the SOQ.
- d. SOQs may be withdrawn by written notice signed by a duly authorized representative of respondent.

6.1.4 Knowledge of RFSQ and Proposal Conditions

Before submitting an SOQ, respondents shall carefully read all sections of this RFSQ, including all forms, schedules and exhibits, and shall fully inform themselves as to all existing conditions and limitations.



6.1.5 Diligence Material

If provided, is subject to the following disclaimer: Neither the County nor any of its agents, advisors, or representatives has made or makes any representation or warranty, express or implied, as to the accuracy or completeness of any diligence material. Without limiting the generality of the foregoing, the diligence material may include certain assumptions, statements, estimates, and projections provided by or with respect to the County. The assumptions, statements, estimates, and projections reflect various assumptions made by the County, which assumptions may or may not prove to be correct. No representations are made by the County as to the accuracy of any assumptions, statements, estimates, or projections.

6.1.6 Duty to Inquire

Should a respondent find discrepancies in or omissions from the RFSQ, plans, specifications or other documents, or should the respondent be in doubt as to their meaning, the respondent shall at once notify the County in writing. If the County determines that clarification is necessary, a written addendum will be issued and posted on: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html. It is the respondent's responsibility to periodically check the above website for any addenda. The County will not be responsible for any oral instructions nor for any written materials provided by any County personnel that are not also posted on the above website.

6.1.7 Explanation to Proposers

Any explanation desired by a respondent regarding the meaning or interpretation of the RFSQ must be directed in writing exclusively to the County. The preferred method of delivering written questions is by e-mail or by a recognized courier delivery service. Telephone calls will not be accepted. In no event will the County be responsible for ensuring that inquiries by prospective respondents have been received by the County. You should not attempt to contact any other County personnel about this RFSQ. Oral explanations or instructions will not be binding. Any explanation concerning this RFSQ will be provided to all prospective respondents through posting on: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html in the form of an addendum to this RFSQ. No response will be provided to questions received after the deadline stated in this RFSQ.

6.1.8 Debrief and Review of Contract Files

When a respondent has been notified by the County that the SOQ is no longer being considered, the respondent may request a "debriefing" from the County on the findings about that one SOQ (with no comparative information about SOQ submitted by other respondents). After the lease contemplated by this RFSQ is executed, any interested party may make an appointment to review the SOQs, and any other releasable documents.

Copies of any documents desired by the reviewer will be prepared at the requestor's expense in accordance with current County rates for providing copies.



6.1.9 News Releases

Respondents shall not issue any news release pertaining to this RFSQ without prior written approval of the County, which may be withheld in County's sole discretion. A minimum of two (2) business days' notice is required for approval.

6.1.10 Claims Against the County

Respondents and any of representatives of a respondent shall have no claims against the County or any of its elected officials, agents or employees arising out of or relating to this RFSQ or these procedures (other than those arising under an executed lease with respondent in accordance with the terms of the lease).

6.1.11 Employment Offers

Until contract award, respondents shall not, directly or indirectly, solicit any employee of the County to leave the County's employ in order to accept employment with the respondent, its affiliates, actual or prospective contractors, or any person acting in concert with the respondent, without prior written approval of the County's. This paragraph does not prevent the employment by a respondent of a County employee who has initiated contact with the respondent.

6.2 Withdrawal of RFSQ

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

6.3 Conflict of Interest/Financial Disclosure

The respondent agrees to comply with the County's conflict of interest code. Principals and key personnel of each development team are required to make any disclosures.

6.4 Equal Opportunity Program

If a lease agreement results from this RFSQ and subsequent project phases, the lease will include a provision stating that the lessee shall comply with the Affirmative Action Program for Vendors pertaining to employment of disabled persons, as set forth in Article IIIK (commencing at Section 84) of the San Diego County Administrative Code.



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7.0 Appendices

The following lists of appendices are incorporated either directly within this document or available for download

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A – Site Specific Documents and Report

Appendix B – Statement of Qualifications (“SOQ”) forms



Appendix A – Site Specific Documents and Reports

Appendix A.1 – Site Map and Description

Appendix A.1 contains a Site Map and Description and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.2 – Preliminary Title Report (Property)

Appendix A.2 contains a Title Report and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.3 – ALTA Survey (Property)

Appendix A.3 contains an ALTA Survey and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.4 – Seismic Report (Property)

Appendix A.4 contains a Seismic Report and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.5 – Environmental Report (Property)

Appendix A.5 contains an Environmental Report and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.6 – Environmental Impact Report (Property)

Appendix A.6 contains an Environmental Impact Report and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html

Appendix A.7 – Health & Safety Plan (Property)

Appendix A.7 contains a Health and Safety Plan and is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html



Appendix B – Statement of Qualifications Forms

Appendix B contains the forms necessary to complete the respondent's SOQ and are required to be submitted as part of the response to this RFSQ in accordance with Section 4. Microsoft Word and Excel version of the forms (where applicable) are available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html.

Appendix B.1 – Form A – Indemnification Agreement

Form A shall be completed, signed and returned with the SOQ package. Fill in all necessary information in order to complete Form A

Form A, in Word format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form A. The County will not accept SOQ packages without Form A, or packages that include Form A that have been amended or altered.

Appendix B.2 – Form B – Transmittal Letter

Form B shall be used to complete the Transmittal Letter as required in Section 4.3 of this RFSQ. Fill in all necessary information in order to complete Form B.

Form B, in Word format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form B. Do not include the instruction page in the SOQ package.

Appendix B.3 – Form C – Information Regarding the Respondent, Major Team Members and Financially Responsible Parties

Form C shall be used to complete the respondent Team Summary as required in Section 4.5 of this RFSQ. Fill in all necessary information in order to complete Form C.

Form C, in Word format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form C. Do not include the instruction page in the SOQ package. A separate Form C should be completed for each major team member and financially responsible partner. This should include, at a minimum, the Lead Developer(s), Equity Partners, Financial Partners, Architect and Design Firm and the General Contractor.

Appendix B.4 – Form D – Representations & Certifications

Form D shall be used to complete the Representations and Certifications as required in Section 4.5 of this RFSQ. Fill in all necessary information in order to complete Form D.



Form D, in PDF format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form D. Do not include the instruction page in the SOQ package. A separate Form D should be completed for each major team member and financially responsible partner. This should include, at a minimum, the Lead Developer(s), Equity Partners, Financial Partners, Architect and Design Firm and the General Contractor.

Appendix B.5 – Form E – Listing of Project Completed in the Last 10 Years

Form E shall be used to provide a listing of projects that have been completed by the development team in the last ten (10) years, as required in Section 4.10 of this RFSQ. Form E shall only be used to list completed projects. A separate Form E shall be provided for each member of the development team.

Form E, in Excel format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form E. Do not include the instruction page in the SOQ package.

Appendix B.6 – Form F – Listing of Projects Currently Under Construction

Form F shall be used to provide a listing of projects that currently being developed by the respondent, as required in Section 4.10 of this RFSQ. Form F shall only be used to list projects currently being developed. A separate Form F shall be provided for each member of the respondent’s development team.

Form F, in Excel format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form F. Do not include the instruction page in the SOQ package.

Appendix B.7 – Form G – Listing of Projects Currently in the Development Review Process

Form G shall be used to provide a listing of respondent’s projects that are currently in the development review process but have not yet begun, as required in Section 4.10 of this RFSQ. Form G shall only be used to list projects that are in the development review process. A separate Form G shall be provided for each member of the respondent’s development team.

Form G, in Excel format, is available

at: http://www.sandiegocounty.gov/content/sdc/general_services/Real_Estate/RFP/RES_RFSQ_CedarKettnerGroundLease.html and shall be used to complete Form G. Do not include the instruction page in the SOQ package.

