



**REQUEST FOR QUALIFICATIONS (RFQ)  
ARCHITECT/ENGINEER (A/E) PROFESSIONAL SERVICES  
For the**

**San Ramon Campus Expansion  
at  
Diablo Valley College  
SAN RAMON CAMPUS  
1690 Watermill Road, San Ramon, CA 94582  
July 1, 2016**

**PART 1 - GENERAL**

**1.1 INTRODUCTION**

The Contra Costa Community College District (“District”), acting through its Governing Board, is seeking Statements of Qualifications from experienced and proven architectural and engineering (A/E) firms (“Consultant”) to provide comprehensive architectural and engineering design and construction administration services for the San Ramon Campus Expansion Project (“Project”), located at the San Ramon Campus (SRC) of Diablo Valley College, 1630 Watermill Road, San Ramon, California.

Responses to this RFQ shall be **due at 2:00 PM on 07/27/16**, at the Contra Costa Community College District office located at 500 Court Street, Martinez, CA 94553.

Faxed or e-mailed Statements of Qualifications will NOT be accepted and will be rejected as non-responsive. The District reserves the right to duplicate any provided materials for internal use. All submittals become the property of the District. Please provide and submit ten (10 sets) original statements, one (1) set loose leaf and one (1) set electronic copy on a CD or flash drive to:

Purchasing Department  
Contra Costa Community College District  
500 Court Street, Martinez, CA 94553  
Attn: Jovan Esprit, Contract Manager  
San Ramon Campus Expansion

**1.2 THE DISTRICT**

The Contra Costa Community College District was established in 1949 and serves the residents of Contra Costa County. It is one of the ten largest multi-college community college districts in California. The District office is located in historic downtown Martinez. The District operates through three colleges: Diablo Valley College, Los Medanos College and Contra Costa College. The District also has two education centers: San Ramon Campus and Brentwood Center. The District’s Governing Board has five members elected by the community and one Student Trustee elected by students District wide. Since 2002, there have been three major facilities bonds approving close to \$900M in capital improvement funds. The 2002 Measure A program in the amount of \$120M has now been fully implemented and is closed. In 2006 Contra Costa County voters approved Measure A, the second facilities bond in the amount of \$286.5M. This program is currently active with a majority of projects in construction and close out phases. In 2014, the District successfully passed

Measure E - \$450M facilities bond to continue to improve facilities on all three college campuses and two centers.

### 1.3 RESTRICTIONS ON LOBBYING AND CONTACTS

From the period beginning on the date of the issuance of this RFQ and ending on the date of the award of the contract, no person or entity submitting in response to this RFQ, nor any officer, employee, representative, agent, or consultant representing such a person or entity, shall contact through any means or engage in any discussion regarding this RFQ, the evaluation or selection process/or the award of the contract with any member of the District, College faculty or staff, Governing Board, selection team members, or any member of the Citizens' Oversight Committee. Any such contact may be grounds for the disqualification of the firm.

### 1.4 RFQ SCHEDULE (dates may be revised by addenda to this RFQ)

7/1/16	Issuance of Request for Qualifications
7/14/16	Mandatory pre-proposal conference, 1:00 PM San Ramon Campus, Lobby
7/20/16	Deadline for submission of questions/requests for clarification*
7/21/16	Questions/clarifications addendum issued
7/27/16	SOQ submittal due at District office at 2:00 pm**
8/12/16	Issue short list of selected firms
8/19/16	Interview and mutual understanding meetings

\* Please submit all questions in regard to this RFQ in writing, by email in accordance with the deadline noted above. All questions must be received by the close of business of the due date. Resulting addenda will be in the question/answer format posted to the District website.

\*\*Submittals received after this time and date may be considered at the sole discretion of the District if it determines it will be in the District's best interests to do so.

## PART 2 - PROJECT DESCRIPTION

### 2.1 PROJECT SCOPE

- A. SRC is a single building campus, approximately 60,000 gross square feet in size, constructed in 2006. The facility includes a standard complement of educational room types that includes classrooms, labs, offices, read/study, and meeting rooms, totaling approximately 48,000 assignable square feet (ASF).

The scope of work under consideration consists primarily of interior modifications and renovations, with a minor addition to the main campus study room. A space utilization study is currently underway that will both inform and confirm the final scope of work for this Project. Project components under consideration at this time include, subject to change:

- a. Modifications to selected existing spaces including science and art labs to meet updated educational program requirements and to improve space utilization. Programs that require space reconfigurations include chemistry, biology, physics, computer science, art and ceramics. Total ASF involved to be determined.

- b. The San Ramon Campus has a need for additional library resources, study rooms, tutoring center spaces, increased student gathering and “soft spaces.” This project will include either a new building or an addition, and alterations to existing classrooms and labs as well as the main read/study room on campus. The existing main read/study library space is approximately 3,500 ASF. Size of the addition to be determined, but is assumed to be approximately 2,000 ASF.
  - c. Interior alterations as required to create a new cadaver storage room of approximately 300 ASF.
  - d. Selected upgrades to the existing HVAC system and HVAC system controls.
  - e. Other project preliminary scope elements include a “linger and learn” study spaces with food/café services and technology, quad-like area, additional adjunct offices and overall increase in student life/soft areas.
- B. Consultant services required for this Project include detailed programming, schematic design, design development, construction document, DSA review and approval, bidding, construction administration, commissioning, post occupancy, and DSA project closeout phases of work. Comprehensive interior design services are also required.
  - C. Other services include preparation of a design program/space allocation document that will guide the College and District through the process of project scope prioritization within the allocated square footage and budget parameters. The selected firm will also review, confirm and validate the Project budget relative to the final scope of work, and development of a construction sequence schedule that will minimize impacts to campus operations and the need for swing space. The work may require phasing in order to meet these objectives.
  - D. Consultant shall assist the District in securing all required regulatory agency approvals including, without limitation, electrical, gas, water, sanitary or storm sewer, telephone public utilities, and the Division of State Architect (“DSA”). The Consultant’s team shall also meet, as needed, with District Facilities Planning team, Campus Project Manager, building users, campus leadership, neighborhood organizations, and District administrators as part of District’s participatory governance system.
  - E. The District has established a preliminary construction budget of \$4,500,000, subject to change, and dependent upon the final scope of work. The Consultant shall be responsible to design the project within the final Project budget approved by the District.

**2.2 ADDITIONAL PROJECT INFORMATION**

- A. The following Exhibits are provided:
  - Exhibit A – District Standard Architectural Services Agreement
  - Exhibit B – SRC floor plans
- B. This Project has been funded by the District Measure E bond. The Project is not dependent upon state funds.
- C. Project preliminary schedule:
 

Programming Start:	October, 2016
Programming Complete:	December, 2016
Design Phases Finish:	January, 2018
DSA Review & Approval:	January, 2018 – June, 2018
Bid/Award Phase:	August, 2018 – October, 2018

Construction Start: November, 2018  
Construction End: November 2020 (assumes phased construction of an occupied campus)

- D. The Measure E Implementation Plan can be located on the District website under the Facilities Planning Department webpage:

<http://www.4cd.edu/business/facilities/docs/Measure%20E%20Capital%20Improvements%20Program.pdf>

The Plan is the District and College comprehensive strategy for all District Measure E projects over the next 8-10 years and is contained in the overall April, 2016 Measure E Board presentation. The Plan includes the College's blueprint in delivery of their projects and should be reviewed in detail. It is a living document and will be updated as projects move into design as appropriate.

- E. The District is looking to procure comprehensive architectural engineering professional services for the San Ramon Campus Expansion Project. Provided in Exhibit A is District's Standard Architectural Services Agreement and associated Appendices outlining responsibilities and overall scope of AE services. All services shall be performed consistent with the industry standard of care for professionals performing similar services including but not limited to the Division of the State Architect (DSA) regulatory requirements and all other applicable standard codes and regulations of the State of California. Project specific scope items will be reviewed and noted during contract negotiations with the selected Consultant.
- F. The District intends to deliver this project utilizing the design-bid-build project delivery method.

### **2.3. PROJECT OBJECTIVES**

- A. The selected Consultant shall work with the District for duration of the entire project, from programming through final project closeout.
- B. This Project will likely be the main Measure E building project to be completed on the SRC campus, and will generate significant campus and community interest. Therefore, the Consultant will be required to deliver and update presentations to the SRC community and different agencies at the completion of each major design phase, communicating the collaborative and comprehensive nature of the programming and design efforts.
- C. The Consultant shall design fully functional and efficient spaces meeting the educational requirements for identified programs. The Consultant team will be an integral member of the District Project team and shall provide comprehensive services that meet the needs of the District within the Project program, budget and schedule.
- D. The building operations and classes will need to remain open during the entire construction phase, with minor shut downs potentially possible for short times in the summer and over the Christmas break.

## **PART 3 - CONSULTANT SERVICES AND RESPONSIBILITIES**

### **3.1 A/E PROFESSIONAL KNOWLEDGE, SKILLS, AND EXPERIENCE**

- A. The statement of qualifications shall demonstrate:

1. Knowledge and experience working with DSA regulations and requirements, and the California Building Code; as well as all other local and state agencies including but not limited to Local Fire Marshal and Heath Department.
2. Knowledge and experience working with higher education institutions in planning for and implementing complex [renovation or new] building projects on an occupied campus, and developing successful design and construction implementation solutions that minimize campus disruptions;
3. Experience and capability to develop detailed and thoughtful programming documents that address the College's programmatic needs while remaining within budget and schedule requirements; provide schedules and accurate construction estimates for higher education projects;
4. The experience and ability to effectively and efficiently interface with District personnel and college faculty, staff, and student user groups during all phases of the Project; and
5. The experience and ability to communicate and reach project objectives and solutions with a large number of students, administrators, staff, and faculty in a participatory governance environment.

**PART 4 - SUBMISSION REQUIREMENTS**

**4.1 SUBMISSION AND FORMATTING**

- A. To be considered responsive to this RFQ, the submittals must be in the format identified below. The statements must include a table of contents clearly identifying each required section. Please note the maximum number of pages (8 ½ "x 11", or 11"x 17" to folded into 8"x11") allowed under each section; front and back cover and index tabs are not considered as pages. Double sided pages will be counted as 2 pages.
- B. Submissions will not be made publicly available for inspection except as may be required by law. However, any portion your firm wishes to be considered to be exempt from disclosure under the Public Records Act should be clearly marked and accompanied with an explanation of the legal authority supporting this assertion.
- C. The submission shall adhere to the following format for organization and content. Submissions must be divided into the individual sections, with labeled tabs, as listed below:

**Tab 1 - Table of Contents (1-page max.)**

1. Provide index and title of each tab.

**Tab 2 - Cover Letter 1-page max.)**

1. Provide a cover letter indicating your interest in being selected, including a brief description of why your firm, personnel, and consultants that are well suited for and can meet the needs of this Project.
2. Include name of firm, address, website, telephone, and name and email of principal to contact. The letter shall be signed by the individual authorized to bind the respondent or group to all statements and representations made therein and to represent the authenticity of the information presented.
3. Statement of Compliance with District Contractual Requirements: A sample of the District's standard architectural services agreement is attached to this RFQ. Each proposal must

include a statement of Consultant firm's understanding, commitment and ability to comply with each of the terms of the District's standard contract. As part of Submittal, Consultant firm must advise District of any objections to any terms in the District's standard architectural services agreement and provide an explanation for the inability to comply with the required term(s). If no objections are stated, District will assume the Consultant firm is prepared to sign the District's contract as-is.

**Tab 3 - Architectural Firm's Information (4 pages max.)**

1. Provide a brief description and history of the firm, including a brief summary of qualifications and specialized experience pertinent to this project. State the number of years the firm has been in business providing design services. If the firm has more than one office, keep the summary information brief, and identify the primary design office. For the primary design office, identify:
  - the number of years it has been in operation;
  - the number of employees (licensed professionals, technical support, administrative support);
  - Company organization chart
  - specialized capabilities in planning and design of educational, student life and learning center facilities.
  - number and nature of projects which have similar project goals and scope;
  - location of office where the bulk of services solicited will be performed.
  - the dollar amount of the firm's revenue for the past three years; and
  - the projected design revenue for 2016/2017 excluding any projection for this project.

**Tab 4 - Project Experience (1-page maximum for each project)**

1. Provide detailed experience information per following requirements: Provide list of ten (10) relevant educational projects of which at least five (5) projects must be similar in size and scope in higher education sector on which the firm has provided full design and construction administration services in the past ten (10) years. Projects must be in the State of California. When considering relevant project experience, please note that this Project is anticipated to include both renovation and minor new construction in order to achieve overall Project goals. Specifically, it is anticipated that modifications to existing spaces will require thoughtful programming effort within higher education participatory governance environment and interior design solutions including furniture, fixtures and equipment (FF&E) planning. Some internal building relocations may be needed in order to achieve building renovations and reconfigurations. Project experience with strong programming, thoughtful design and cost effective phasing are desired. Projects on which current employees have contributed when working for other firms are not to be included in this section. Those projects may be submitted as a part of Tab 6, Project Staff Qualifications.
2. For each project submitted to support item 1. above, provide the following information:
  - a. Name, location and a brief description of the project; identify if the project was a renovation or new construction and any specific program and facilities requirements;

- b. Please indicate if this was a DSA project or not.
- c. Name of the primary design professional from your firm
- d. Approximate size of project in square feet
- e. Initial professional fee
- f. Final professional fee
- g. Architect's construction cost estimate
- h. Initial construction contract cost and brief explanation of significant variance from estimate (if applicable)
- i. Final construction contract cost and brief explanation of significant variance from initial contract (if applicable)
- j. Project owner
- k. Name of main consultants on the project
- l. Date of project completion
- m. Owner reference, contact name, title, email, and phone number
- n. Name of contractor and telephone number

**Tab 5 - Sub-consultant Information (1-page maximum for each listed subconsultant; concise presentation of this material is strongly encouraged.)**

1. Provide a brief description and history of each sub-consulting firm you propose to include on this Project, including a brief summary of qualifications and specialized abilities.
  - a. Indicate address, telephone number and contact person for each sub-consultant.
  - b. Provide a resume for each proposed sub-consulting firm (not individual sub-consultant personnel).
  - c. State the number of years the consulting firm has been in business, how many years they have worked with your firm and which and how many projects they have been engaged on with your firm. Please be sure to identify experience with similar type projects as District's.
  - d. Indicate the business location that will serve this Project, and the availability and capacity to support this Project from start to completion.
  - e. Identify the sub-consultants as part of the overall team proposed (team members as well as firms), and include a communication organization chart indicating how the entire team will operate and report.
  - f. The District anticipates that the proposed Project may require the Consultant to provide the services of external sub-consultants, or professional expertise from its own staff, in at least the following disciplines]:
    - Structural
    - Civil
    - Mechanical, Electrical & Plumbing Engineering
    - Landscape Architect
    - FF&E & Interior Design

- Technology & AV
  - Security
  - Sciences Laboratory Consultant
  - Fire Protection Consultant
  - Cost Estimating
- g. Other sub-consultants may be required for this Project. The District reserves the right to approve or reject any external sub-consultants, or internal staff performing consulting services, proposed by the Consultant either during or after the selection process.

**Tab 6 - Project Staff Qualifications/Experience (Staffing overview 2 pages max., and 2 pages max. each person)**

1. Identify the key members of your Project team that will be assigned to this Project. Clearly identify and describe the role that each team member will be assigned to on this Project. Include your organization's:
  - a. Principal-in-charge for this Project;
  - b. Project manager;
  - c. Project architect(s);
  - d. Project designer(s);
  - e. Programmer
  - f. Interior Designer
  - g. Construction administrator; and/or
  - h. any alternate team roles.
2. In composing your team, the District urges that you propose teams and individuals which have the requisite experience for the size, scale and complexity of this Project, and that will be available for the full Project time frame. In particular, candidates for project manager should have the proven, commensurate experience on similar projects, either in the submitting organization, or in past employment. A desirable qualification of the proposed team is direct experience working with faculty, staff and administrators in a participatory governance process/environment.
3. Provide comprehensive detailed resumes stating their qualifications and experience relevant to this project anticipated services. Please identify the education, qualifications, project experience, and skills of the individual personnel proposed to work on this Project, including specific qualifications and recent related experience on similar project.
  - a. Information to be provided should include a focus on educational projects (community college or university, and school districts, project name, location, name of A/E firm, construction value, project type, and the specific role the individual held for each project).
  - b. Provide a list of references with contact names and phone numbers on all submitted projects. Provide specific projects that are of similar size and nature that they have worked on in the past ten (10) years.

- c. Provide data and any other relevant information similar to the information submitted to support projects in Tab 4 above. Note that the District does not intend to request redundant information in Tab 4 and in Tab 6, however, there should be a clear link, by project title or some other reference means, so the information for individuals requested here in Tab 6 can be specifically linked to projects in Tab 4 if the individuals worked on those listed projects.
- d. Tab 6 provides an opportunity to provide experience on projects for which key staff may have been working on while with a previous firm. However, clearly indicate assignments that were under the employment of firms other than the current firm.

**Tab 7 - Project Approach (5 pages max.)**

1. This section shall describe the proposed approach for meeting the scope of services required by the District during the project cycle. Describe how Consultant will fulfill the needs of the District included in this RFQ by clearly outlining the proposed management and staffing approach to address the required comprehensive services for the duration of the Project. Specifically, describe your firm's project programming experience within a participatory governance environment, and how you would apply that experience on this Project. Please tell us how you plan on approaching the programming phase of this project including how you would address the need for scoping, costing and phasing options effort. Please be specific as possible in relation to this Project. State if any of the work will be outsourced or otherwise contracted to individuals who are not long-term employees or employee-owners of the firm, or to subconsultants with which you do not have long-term professional relationships.
2. Explain how your firm leverages or stays on top of technological advances in design and construction. Explain how your firm will communicate with the project team, including College stakeholder and various user groups. Explain how your firm collaborates with project teams including District project and construction managers, the contractor, and the firm's subconsultants and how Consultant will maintain continuity and single point of contact with District and Project team over the entire court of the Project.
3. Explain specific measures for this Project that can be implemented by the Consultant to ensure that the design documents for the Project conform to requirements for the planned use/occupancy thereof, materials/equipment incorporated therein and the costs of construction. Explain how your firm completes quality assurance/quality control efforts to ensure coordination of, and consistency between, the various components of the design documents and the mitigation of errors/omissions in design documents.
4. Describe your approach to each phase of the Project (programming, schematic design, design documents, construction documents, bidding and construction administration) and identify staffing (personnel, roles and levels of engagement) for each phase. Identify documents and deliverables the firm expects to provide during each phase of design and construction administration. Identify in some detail the levels that building information modeling (BIM) will be used on this Project. Identify both the client and contractor oriented BIM deliverables that you would propose for this Project.

**Tab 8 - Litigation History (no. of pages as needed)**

1. Provide a list of all construction-related litigation, mediation and arbitration in the last five (5) years, filed either by an owner, owner's consultant or contractor, against the individual or firm, or filed by the firm against an owner, owner's consultant or contractor, related to any project for which the individual or firm provided services, regardless of the outcome. State the outcome of the litigation. If there has been no litigation pursuant to the above, state "No Litigation" on this tab.

**PART 5 - SELECTION PROCESS / EVALUATION FACTORS**

**5.1 SELECTION PROCESS**

- A. Statements of Qualifications submitted in response to this RFQ will initially be rated and ranked by a technical evaluation committee according to the Technical Evaluation Factors listed below. The committee will be made up of District users and District Facilities Planning staff. The output from the evaluations at this stage will be a shortlist of the firms the committee recommends to be included in the next steps, and a list of the strengths and weaknesses of each submittal to be used in the next steps.
- B. The shortlisted firms will be invited to attend an interview and meeting of mutual understanding with an interview committee made up of campus personnel and District Facilities Planning staff. Because the District recognizes it is difficult for firms to fully understand the goals, concerns, and requirements for a project based solely on a written RFQ, this part of the process provides an opportunity for both parties involved to learn more about each other, and more about the Project.
  1. During this meeting, the interview committee and the submitting firm may each ask and answer questions, and the committee will discuss the strengths and weaknesses of the firm's original submittal.
  2. Within five (5) working days of interview and meeting of mutual understanding, or as modified by notice to all shortlisted firms, the District may request that select firms resubmit or supplement the original statement of qualifications with information that may arise as a result of the meeting. At each firm's discretion, this submittal may be limited to information relative to the tabs that will be evaluated in the final selection process, or a complete resubmission may be provided. This information will be reevaluated by the interview committee according to the factors below. If a firm believes that no revisions or supplemental information are needed, or if no revisions or supplemental information are provided, the committee will evaluate the statement of qualifications as originally submitted.

**5.2 EVALUATION FACTORS**

- A. Statements of Qualifications will be evaluated initially by a technical evaluation committee. The shortlisted firms will be invited to attend an interview and meeting of mutual understanding with an interview committee made up of District, College users and District Facilities Planning staff.
- B. Technical evaluation factors are listed in ascending order of importance, with Factor IV being twice as important as Factor I.
  1. Technical Evaluation Factors

- Factor I.** Firm: Overall experience, history, and capabilities providing similar services to public works and educational organizations, with particular emphasis on the primary design office (Tabs 2 and 3)
- Factor II.** Design firm experience: Relevant project experience on projects of similar size and scope, and organization and relation to subconsultants and architect-engineer principal and support staff (Tabs 4 and 5)
- Factor III.** Proposed Project staff: Members assigned to the Project, related experience, and expertise (Tab 6). Reference checks for projects and personnel will be included in this factor.
- Factor IV.** Project Approach (Tab 7)

2. The successful firm will be invited to submit a cost proposal and negotiate a fee and schedule for the Project. Unsuccessful firms may schedule a phone meeting with the District Associate Chief Facilities Planner at [izildzic@4cd.edu](mailto:izildzic@4cd.edu) for a brief discussion of why the firm was not selected.

**PART 6 - GENERAL INFORMATION/CLARIFICATION**

**6.1 ADDITIONAL INFORMATION**

- A. The District shall not be responsible for, nor accept as a valid excuse for late submittal delivery, any delay in mail service or other method of delivery used by the submitter. Neither the District nor its representatives shall be responsible for any expense entailed in the delay of late submittal delivery.
- B. Notice of interest: This RFQ will be distributed via multiple channels, including being posted on the District website at:  
<http://www.4cd.edu/webapps/PurchasingViewBids/default.aspx>
- C. All firms that are interested in submitting qualifications for this Project should provide a Notice of Interest with a contact name, phone number, and email address to the District's RFQ point of contact below.
- D. RFQ Contact/Addenda/Clarification. Submit notice of interest, questions/requests for clarification IN WRITING VIA EMAIL ONLY to:  
 Jovan Esprit, Contract Manager  
 Email: [JEsprit@4cd.edu](mailto:JEsprit@4cd.edu)  
 Contra Costa Community College District  
 500 Court St, Martinez CA 94553  
 Phone: (925) 229-6959
- E. If it becomes necessary for the District to revise any part of this RFQ, or to provide clarification or additional information after this document is released, a written addendum will be posted on the District website and will be sent to each firm that provides a Notice of Interest. Recipients of record are those parties which obtained a copy of the RFQ directly from the District, (District website). Addenda will be sent by E-mail and will be posted to the District Website at <http://www.4cd.edu/webapps/PurchasingViewBids/default.aspx>
- F. It shall be the responsibility of the submitter to inquire of the District as to any addendum issued. This may be done by contacting the Contract Manager, Mr. Jovan Esprit at (925) 229-6959 or via email at [jesprit@4cd.edu](mailto:jesprit@4cd.edu) prior to submittal or submittal deadline. The District may modify this RFQ or any of its deadline dates set forth in the RFQ prior to the date fixed

for submission of qualifications by issuance of an addendum. All addenda issued shall become part of this RFQ.

- G. Evaluation of Submittals. The District may reject any or all submittals and may waive any immaterial deviation from the RFQ. The District's waiver of an immaterial defect shall in no way modify the RFQ documents or excuse the proposer from compliance with other provisions of the RFQ. The District's evaluation is solely for the purpose of determining which consultants are deemed qualified. Statements of Qualification will be reviewed and a determination made by the District based upon the submitted information and any other information available to the District. The District may request that a Consultant submit additional information pertinent to the submittal. The District also reserves the right to investigate other available sources in addition to any documents or information submitted by the Consultant.
- H. The District shall not, under any circumstance, be liable for any pre-contractual expenses incurred by submitters, and submitters shall not include any such expenses as part of their submittals.
- I. No Commitment to Award. Issuance of this RFQ and receipt of submittals does not commit the District to award a contract for services. The District expressly reserves the right to postpone the submittal opening for its own convenience, to accept or reject any or all submittals received in response to this RFQ, to negotiate with more than one proposer concurrently, or to cancel all or part of this RFQ without obligation in any manner for proposal preparation, interview, fee negotiation, marketing costs, or any other costs associated with this RFQ.
- J. Joint Offers. Where two or more firms desire to submit a single submission in response to this RFQ, they should do so on a prime-subconsultant basis rather than as a joint venture or informal team. The District intends to contract with a single firm and not with multiple firms doing business as a joint venture.

**END OF DOCUMENT**