

Request for Qualifications
No. LUSD15-LUS-1246
County of San Bernardino
Web-based Countywide Plan
and
Environmental Impact Report



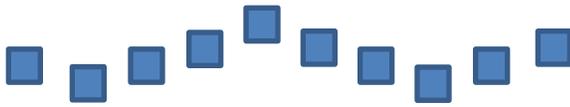
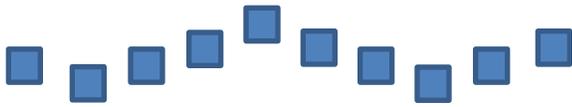


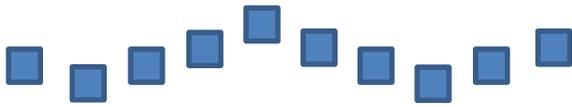
Table of Contents

- Section I. Background..... 3
 - A. The Request..... 3
 - B. Introduction to the County of San Bernardino 4
 - 1. History and Geography 4
 - 2. Land Ownership, Land Uses and Population 5
 - C. Review of San Bernardino County General Plan..... 7
 - 1. Current Status 7
 - 2. New Projects..... 7
 - 3. 2007 General Plan Review 8
- Section II. The San Bernardino Countywide Plan..... 9
 - A. Countywide Context..... 9
 - 1. Complete County Concept 9
 - 2. Growth 9
 - 3. Constraints..... 9
 - 4. Government Roles and Responsibilities 9
 - B. General Scope of Work 11
 - 1. Countywide Plan Purpose 11
 - 2. Countywide Plan Framework..... 11
 - a. County Policy Plan 12
 - Organization 12
 - Element Content 12
 - Format 12
 - b. County Business Plan 13
 - Context 13
 - Organization 13
 - c. Regional Issues Forum..... 14
 - 3. Countywide Plan Format 14
 - a. Web-based design 14
 - b. Design Examples 15
 - 4. Program EIR 15
 - 5. Additional Guidance 15
 - a. Themes 15
 - b. Levels of Goals and Policies 16
 - c. Assessment of Growth Scenarios 16
 - d. One Map vs. Two Map System 16
 - e. Community Plans Continuum 16
 - f. Fiscal Analysis 17
 - g. Sphere of Influence Areas..... 17
 - h. GIS / Mapping 17
 - i. Public Input and Participation 17
 - j. Implementation 17
 - k. Project Management 18
 - l. Greenhouse Gas Emissions Reduction Plan 18



“A Look Back, A Path Forward”

Section III. County RFQ and Contracting Information	19
A. General Information	19
1. Proposal Submission	19
2. Reference Materials	19
3. Minimum Consultant Requirements	19
4. Non-Mandatory RFQ Question and Answer Meeting & Questions on ePro.....	20
5. Correspondence	20
6. Qualifications Submittal Deadline	20
7. Qualifications Review Timeline	20
8. Contingencies	21
9. Acceptance or Rejection of Subsequent Proposals.....	21
10. Modifications.....	21
11. Submittal of Qualifications	21
12. Incurred Costs.....	21
13. Negotiations	21
14. Final Authority	21
15. Qualifications Packages Submittal Requirements	21
16. Qualification Package Format	22
17. Consultant Evaluation and Selection	25
18. Protests.....	26
19. Final Approval.....	26
Section IV. Appendices / Attachments	27
A. Stakeholder Survey	27
B. Standard Contract	29



“A Look Back, A Path Forward”

SECTION I. BACKGROUND

A. The Request

The County of San Bernardino is preparing to launch a major update and expansion of its General Plan, to be known as the Countywide Plan. The completed project will be comprehensive and will include all mandatory provisions of State Law needed to satisfy General Plan requirements. It will also include components outside the general plan context that address regional planning issues and county governance. The Housing Element has been recently adopted and certified by the state HCD. It is therefore not a part of this project, other than its incorporation into the organization of the final Countywide Plan. The project will also include preparation of a Program Environmental Impact Report.

Your firm (individually or as the lead consultant for a team) is invited to submit a Statement of Qualifications (SOQ) to prepare the Countywide Plan. A three step consultant selection process has been adopted and is briefly described as follows:

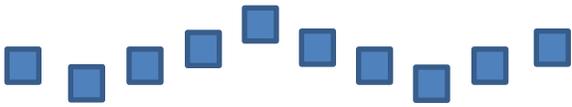
- Release a Request for Qualifications (RFQ) and establish a "short list" of three to five qualified consultants based on qualifications and a general proposed approach to the Countywide Plan.
- Invite the short list consultants to submit a more detailed proposal (RFP), including a budget, and to present their proposed approach and recommendations to a Countywide Plan Consultant Selection Committee.
- Negotiate with selected firm to finalize Scope of Work, budget, and contract to complete the Countywide Plan.

Your firm is invited to assemble a team and submit a SOQ to prepare the Plan. Accompanying your response, the County is seeking a general discussion of the approach that you recommend to accomplish the preliminary Scope of Work. Please note that, for the RFQ, the County is not looking for the detailed level of response associated with a Request for Proposals nor is one desired.

For purposes of understanding the scope and importance the County of San Bernardino has assigned to this project, a budget cap has been established for this project. A contract amount, not to exceed, five million dollars (\$5,000,000) has been set. A timeframe of between 24 to 30 months is desirable.

The project will require a multi-disciplinary team. Only teams that can demonstrate that they are qualified to undertake the entire range of tasks necessary to successfully complete the preliminary Scope of Work will be considered. Firms are required to include the qualifications of all key team members as part of their submittals. The proposal must indicate the amount of time (general percentage) each key team member is expected to dedicate to the work effort. The County wants to understand the level of commitment of each team member and their actual contribution to the Plan.

The County reserves the option to select the best sub-consultants from each of the discipline/skill areas needed for the Countywide Plan. As a result, it is possible a primary consultant may be asked to include a sub-consultant that it did not originally include as a team member within the SOQ.



“A Look Back, A Path Forward”

B. Introduction to the County of San Bernardino

History and Geography

In 1850, when the first California legislature met to divide the new state of California into its original 27 counties, the area that would become San Bernardino County was in San Diego County. A year later, it became part of the expanding Los Angeles County. But in April, 1853, a bill was introduced to split off the eastern portion of Los Angeles County - and San Bernardino County was born. San Bernardino County had its area reduced twice since its creation. In 1872 a large portion in the north was given to Inyo County, and in 1893 the southernmost area was divested to form part of Riverside County. Even with the reductions San Bernardino County remains the largest county in the continental United States today.

Located in the heart of Southern California, San Bernardino County encompasses over 20,000 square miles and stretches from the Nevada and Arizona state lines and the Colorado River to the Los Angeles County line, sharing boundaries with five California counties. The County has a diverse geographic landscape, which is characterized as three different regions; Mountain, Desert, and Valley.



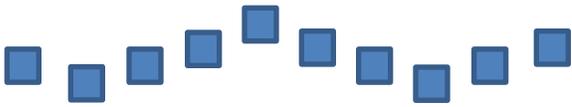
Figure 1. San Bernardino County Regions map created in ArcGIS webmap.

The **Mountain** region includes the San Bernardino Mountains and the eastern end of the San Gabriel Mountains. Within these majestic mountain ranges lie San Gorgonio Mountain (the highest peak in Southern California) and the San Bernardino National Forest, which has four distinct mountain ranges and five Wilderness Areas encompassing more than 800,000 acres. The Mountain region is home to mountain resorts for both summer and winter sporting, leisure, and recreational activities.



There are rich plains and valleys with pristine lakes and streams, including the Santa Ana River, the largest river in Southern California, which has its’ headwaters in the San Bernardino Mountains and has a watershed serving four counties. The Mountain Region encompasses 872 square miles and of that area, 715 square miles are publicly owned.

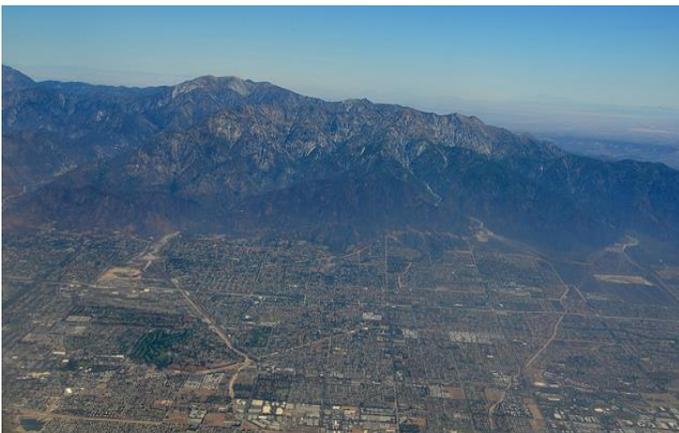
The vast **Desert** region encompasses about 93% of the total County land area and includes three distinct areas, the Mojave, Great Basin and Colorado deserts. The Desert Region is an assemblage of mountain ranges interspersed with long, broad valleys. The desert community includes a great diversity of biological and recreational resources in one of the most fragile ecosystems in the Country. Most of the desert area is owned by the federal and State governments. Soil and mineral extraction mining operations continue to be important economic opportunities in this area.



“A Look Back, A Path Forward”



The final region is the **Valley**, located in the south western most portion of the County. The Valley is almost entirely urbanized and includes 15 of the County’s 24 incorporated cities within its 480 square mile area. That means that the Valley represents 2.4% of the County’s land area but has 75% of the County’s population within its area. Besides being the County’s population center, most of the jobs are located in this area as well. Health, education, government, construction, retail, and warehousing are among the leading job markets in the Valley. Due to its proximity to the LA/Long Beach ports and with transportation service afforded by the great regional transportation system (rail and freeway), San Bernardino County is well known for its robust logistics industry and related job sectors.



Land Ownership, Land Uses, and Population

Although the County of San Bernardino is large in size, the actual amount of land area that is developable is very limited. Of the 20,000 square miles of land in the County, 16,581 square miles (82%) is owned by government agencies or tribal groups. Of the remaining land area (3,519 sq. mi) approximately 1,545 square miles is either already developed (cities) or not developable due to geological constraints. The remaining 1,974 square miles is mostly vacant, privately owned land assumed to be developable.

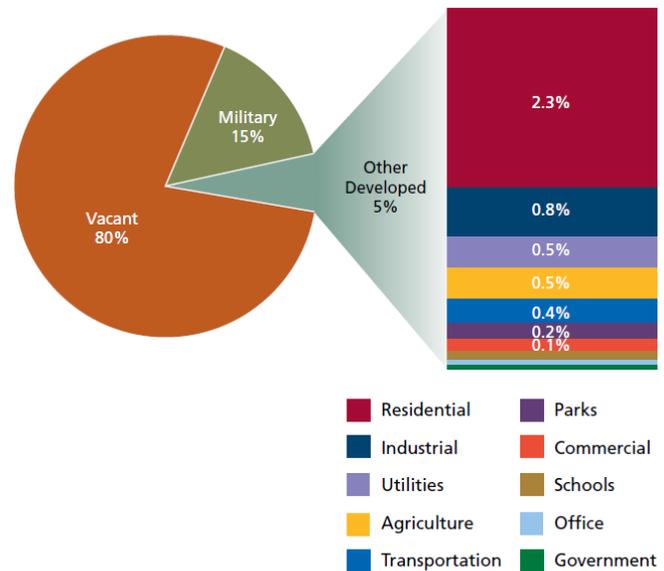
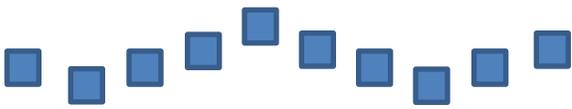


Figure 2. San Bernardino County Land Uses. Sources: San Bernardino Associated Governments, 2014

Much of this potentially developable land is distant from existing or planned infrastructure (water, sewer, roads) or is in outlying areas facing market or other physical constraints to development. It has been estimated that only 385 square miles of vacant land remains within or near a city, town, or sphere of influence and close enough to infrastructure to be developable within the next 10 years. That means that only 1.9% of all land within San Bernardino County’s 20,000 square miles is considered suitable for development in the near to midterm. However, that area equates to some 2,464,000 acres of potentially developable land, an amount equal to about 80% of the Valley region in size. Much of



“A Look Back, A Path Forward”

this available land lies within the incorporated city boundaries, sphere of influence areas or within community plan areas of the unincorporated County.

San Bernardino County is part of the Southern California Association of Governments (SCAG). SCAG is the nation’s largest metropolitan planning organizations, representing six counties, 191 cities, and more than 18 million residents. According to SCAG:

“The SCAG region is already home to 18 million people, or 49 percent of California’s population. If it were its own state, the SCAG region would be the fifth most populous in the nation. Furthermore, the expected growth will occur mainly in the suburban inland counties of Riverside and San Bernardino, adding to the existing imbalance of jobs and housing in the region, and requiring people to travel, which contributes to transportation and air quality challenges.”

adopted in April 2012, shows a 2008 population for San Bernardino County of 2,016,000 and a 2035 estimated population of 2,750,000. The 15 cities in the Valley region comprised approximately 76% of the total County population in 2008 and will account for approximately 71% of the total in 2035.

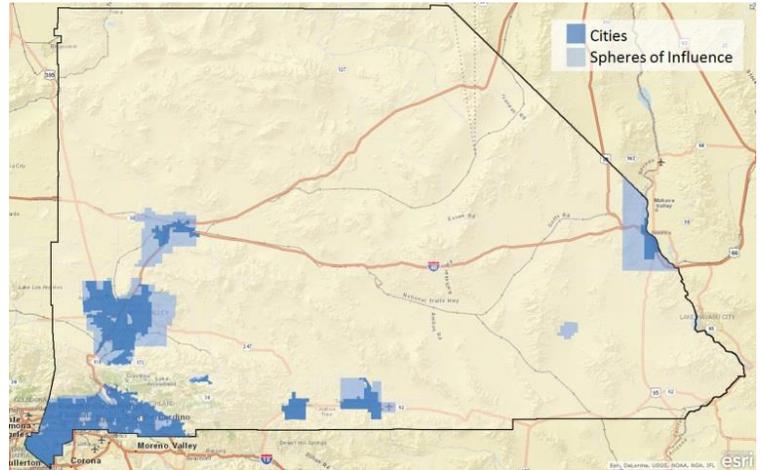


Figure 4. Cities, towns and spheres of influence – areas where future growth will most likely occur. Created in ArcGIS webmap.

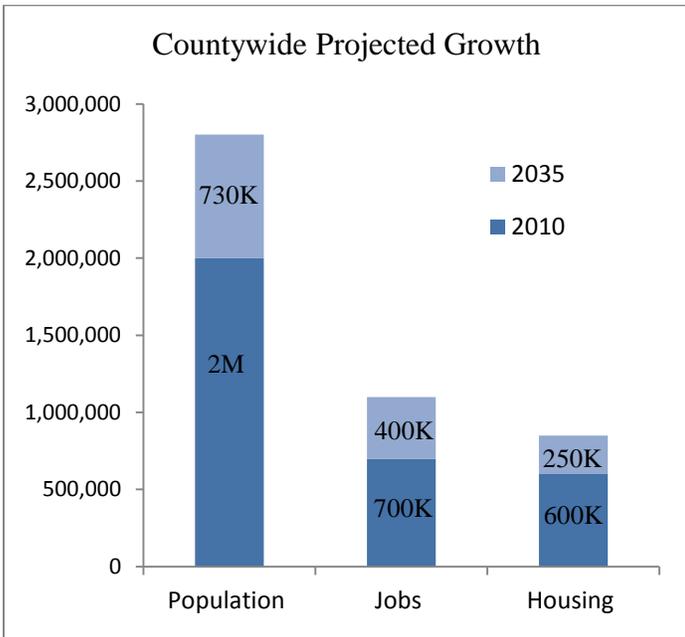


Figure 3. Countywide Projected Growth Numbers rounded from the adopted 2012 RTP Growth Forecast (SCAG).

The cities and unincorporated communities of the County in the Desert and Mountain regions are expected to increase their share of the total County population by 5%. Much of this growth is anticipated to be located along the I-15 freeway corridor in the high desert (see Figure 4). Cities are expected to continue to build out and incorporate their sphere of influence areas. Private redevelopment and intensification of land uses in the Valley region may also serve to slow demand for growth in areas outside the Valley area.

SCAG’s Regional Transportations Plan /Sustainable Communities Strategy official growth forecast,



“A Look Back, A Path Forward”

C. Review of San Bernardino County General Plan

Current Status

The County of San Bernardino’s current General Plan was adopted in March 2007. All elements of the General Plan were fully updated at that time. The organization of the General Plan included the following main topics:

- General Plan Vision
- Land Use
- Circulation and Infrastructure
- Housing
- Conservation
- Open Space
- Noise
- Safety
- Economic Development
- Implementation Program

As seen, the organization of the County’s General Plan incorporated a fairly typical set of the seven elements required by State law and included an Economic Development Element as an optional one.

The following table identifies the General Plan elements that have been updated since 2007, the date adopted and the topics included.

General Plan Element	Updated	Topic
Conservation	2011	Greenhouse Gas Emissions
Open Space	2012	Scenic Routes
Safety	2012	FEMA Digital Flood Insurance Rate Maps
Conservation	2012	Use of Biotic Resource Maps
Land Use	2013	Maximum Population Density Averages for Commercial Districts
Housing Element	2014	Required Update

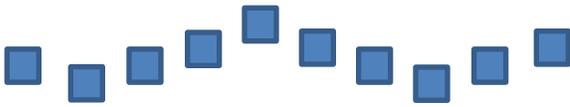
The 2007 General Plan contains eight elements with 141 goals and 655 policies, distributed as follows:

Element	Goals	Policies
Land Use (LU)	18	78
Circulation & Infrastructure (CI)	29	160
Housing (H)	16	92
Conservation (CO)	21	112
Open Space (OS)	13	73
Noise (N)	3	11
Safety (S)	13	49
Economic Development (ED)	28	81
Totals	141	656

New Projects

In the past year the County has embarked on two projects that will have an effect on the current 2007 General Plan and the upcoming Comprehensive Plan. These projects include:

- Renewable Energy and Conservation Element
The County obtained a grant from the California Energy Commission to prepare a document that will address renewable energy development in the County as well as systems to protect and conserve the County’s natural resources. Although currently envisioned as a stand-alone element, it will need to be integrated into the new Countywide Plan organization.
- Community Plans Continuum – The County currently has 14 Community Plans that were adopted in 2007. The County is in the process of creating a new framework for community plans, in all County communities, that reflect their stages on a “continuum” of community growth. Although technically a part of the General Plan, these documents are separate from the General Plan and will be integrated into the new Countywide Plan. This work will be contracted separately from the Countywide Plan.

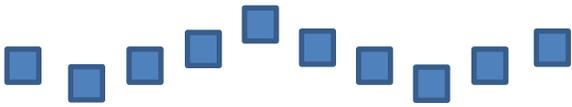


“A Look Back, A Path Forward”

2007 General Plan Review

The County recently performed an analysis of the effectiveness of the current 2007 General Plan policies. This analysis consisted of surveying various county departments and a review of the overall document organization. The analysis concluded:

- 85% of all policies were implemented to some degree. 15% were not, mostly due to a lack of funding (downturn in economy), the lack of clear definition of responsible parties or it was not a stated priority.
 - 76% of all policies were effective at achieving some level of positive outcome. Respondents were unsure or neutral in their assessment of effectiveness for 15% of the total number of policies. Elements where an unusually high number of policies were deemed not effective were Land Use (30%), Circulation and Infrastructure (14%), and Noise (14%).
 - For many of the policies, the purpose and context for which the policy was created are unclear. As an example, Land Use Policy 1.13 requires a discretionary review of all subdivisions, land divisions, and large scale housing projects. The policy was successfully accomplished but it is uncertain whether or how this policy added value to the development process or the quality of development in the County.
 - 93 policies, or 14% of all policies, did not have a department that claimed it as a primary responsibility. Some of these policies were related to the County’s Redevelopment role which no longer exists. It was suggested by some departments that other policies had been their responsibility but that responsibility had been shifted away (and subsequently not identified by another department).
- 97% of all policies have one or more departments who expressed an interest in discussions of the policy or responsibility for assisting in the implementation of the policy.
 - Other issues observed:
 - There are many policies that are duplicated because Elements are divided into Countywide as well as by region (Mountain, Desert, Valley)
 - Some policies contain more than one action resulting in confusion as to responsibility and implementation.
 - Some goals are stated more like policies than goals, which should be statements of a future condition.
 - Some policies, once accomplished, are not viable any longer but continue to exist in the document. They are more like actions or implementation programs than a statement of policy.
 - From a tactical or operational perspective, policies are being addressed and acted on. However, from a strategic point of view it isn’t possible to say what systemic outcomes were achieved.



“A Look Back, A Path Forward”

SECTION II: SAN BERNARDINO COUNTYWIDE PLAN

A. Countywide Context

The County believes that there needs to be a plan for the future, a clear path forward for the County as a whole, and that this should be an essential component of the County of San Bernardino’s new Countywide Plan.

Complete County Concept

The County of San Bernardino seeks to create a community in which those who reside and invest in the County can prosper and achieve well-being. The Countywide Vision explains that our Complete County is a holistic system comprised of many interrelated facets (social/ economic/ physical). The County is one of many players responsible for providing infrastructure and services that are used to achieve a successful Complete County. To achieve this Countywide Vision we must work together with a multitude of partners and shareholders to improve each essential element of our community: jobs/economy, education, housing, public safety, infrastructure, quality of life, environment, wellness, and image. Understanding this concept and acknowledging the role of the County as well as others in creating our Complete County is the goal of the new Countywide Plan.

Growth

San Bernardino County (meaning the 24 cities and the unincorporated areas controlled by the County of San Bernardino) is at a crossroads. Long seen as a second tier suburb of L.A. and Orange counties, San Bernardino County is now coming into its own. With Los Angeles built out for the most part and Orange County following suit, San Bernardino County is poised to move into a prominent position to house and employ a number of the millions of new residents anticipated to reside in Southern California. Even with the economic downturn and the associated slowing in population growth, San Bernardino County is in line to capitalize on the

next surge of growth. Properly preparing and planning for this new growth and the opportunities and challenges of managing it is critical for the County as a whole.

Constraints

San Bernardino County has many continuing issues that affect its ability to attract and retain the types of high quality capital (financial, social, and personal) that is needed to achieve the shared Vision for a better future. These issues, as described in the San Bernardino County Community Indicators Reports include:

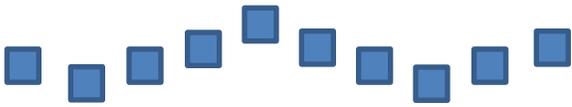
- Low educational attainment
- High unemployment rates
- Health issues (e.g. limited access to healthy food, adult and child obesity, heart disease)
- Poor air quality
- High poverty rates
- High crime rates
- Image (see Stakeholder Survey, pg. 27)

Although the statistics differ from one region of the County to another, overall the County of San Bernardino is making improvements in almost all these sectors. However, when compared to the State or other nearby counties our progress lags behind others.

Many, if not all of these issues are interrelated. Too often, these topics are addressed in isolation. The new comprehensive approach will strive to create a Plan that views all topics in a more holistic manner.

Government Roles and Responsibilities

Like other counties in California, the County of San Bernardino plays a dual role in providing services to its residents. First, the County is charged with administering a variety of State and federal mandated programs and regulations that are available throughout the County. These countywide regional services include public health, flood control, coroner, jails, district attorney, probation, agriculture, landfills, tax collector, hazardous materials, child protective services, veteran’s



“A Look Back, A Path Forward”

affairs, and a host of others. Other non-mandated services provided throughout the County include regional parks, regional museum and libraries, and regional airports. For perspective, San Bernardino County is the 5th most populous county of the 58 in California.

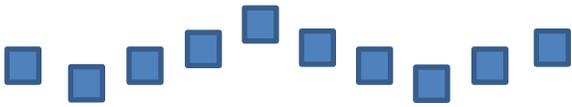
Second, the County administers a variety of programs that are available to people residing and working in the unincorporated areas of the County, similar to the provision of municipal services that cities customarily provide. Some of these municipal services include code enforcement, fire, sheriff, planning, road maintenance, infrastructure planning, local parks and libraries, waste management, etc. Seen in context of a municipal government, the County of San Bernardino provides services to over 289,000 people, which makes it the largest municipal government in the County.

The Countywide Plan will create an organizational structure that effectively differentiates the policy issues involved with the County’s dual governmental roles. Because of the complexity of services provided, the diverse and unique financing structure of the County, and the size and location of the county government, it is understandable that many persons find it difficult to fully comprehend what it does and where services are provided. Even within the County government itself, this distinction of roles is not completely recognized or understood. The role of providing regional services sometimes obscures the County’s responsibility for providing local services to the unincorporated areas.

In its regional role, the County’s responsibility to plan and provide for something like backbone storm drainage infrastructure that assists local governments by connecting their local storm drains is easy to understand. It is less easy to understand that the County, acting as the municipal government for the unincorporated areas, has the same responsibility as the cities to plan for local storm drains, as well as for many other infrastructure and services. These issues must be addressed in the context of the two primary roles of the County. In the municipal context, the goals and policies will

form a comprehensive general plan and must be compliant with state laws for general plans while the regional goals and policies, unconstrained by state planning and zoning laws, must ensure that multi-jurisdictional systems are strategically aligned.





“A Look Back, A Path Forward”

B. General Scope of Work

The general Scope of Work is intended to provide the respondents with an appreciation of the County's needs and expectations. The RFQ scope expresses the County's desire to achieve the Plan's objectives but stops short of dictating the process to accomplish it. The consultant's response should address the general process they would use in completing the work product. It is not the County's intent to limit the creativity of the respondents. Respondents are encouraged to utilize their creativity and skills to expand on areas that will improve the process and/or products. The County has not predetermined the professional disciplines that will be needed to prepare the Countywide Plan. The primary consultant should rely on their past experiences, utilize its knowledge of the County and become thoroughly familiar with this RFQ prior to deciding how to approach the project and which disciplines are needed to prepare a successful Countywide Plan.

Countywide Plan Purpose

The County of San Bernardino desires to take a new, innovative, systems approach to managing the County's resources. The new Plan will: integrate components of County governance that are typically disconnected or ignored; address the County's role in advocating for regional issues; lay a foundation of policies that provide context and direction for everything the County does; and provide an integrated system of governance, including managing, prioritizing, and tracking the effectiveness of the County's economic resources. The purpose of the Countywide Plan is to:

- 1) Build a policy foundation for all that the County of San Bernardino government does or undertakes in its role as both a “municipal” as well as a “regional” government in a County Policy Plan.
- 2) Update and serve as the County's required general plan in a much more comprehensive fashion and integrate the Community Plans

Continuum into a new Unincorporated County Comprehensive Plan.

- 3) Combine existing County operational processes (budget, County Goals and Objectives, annual reports, performance standards, etc.) with two new sections to form a single governance system known as the County Business Plan. The two new sections will include a governance component which lays the foundation for County leadership, accountability, inclusiveness, transparency, and decision making. Secondly, a tracking and feedback mechanism will be created to collect vital information and inform decision makers, the public, and staff of changing circumstances and operational effectiveness. This will allow the County to make strategic course corrections to keep the Countywide Plan meaningful and contemporary and bring clarity and transparency to these processes, and;
- 4) Recognize the need to address certain issues on a regional or sub-regional level by creating a web-based Regional Issues Forum.

Countywide Plan Framework

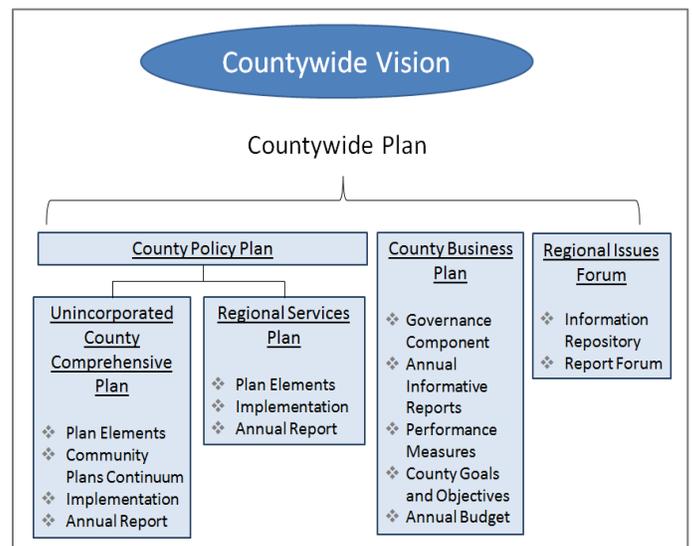
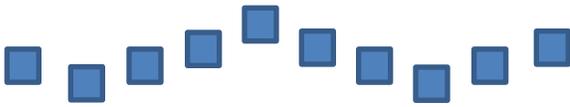


Figure 5. Organizational framework for the Countywide Plan.



“A Look Back, A Path Forward”

As illustrated in Figure 5, the Countywide Plan will include three main components:

County Policy Plan

The County Policy Plan will recognize and help define the County’s dual roles of serving as a municipal government for unincorporated areas and a regional government in delivering certain services to the entire County.

Organization

The County Policy Plan will have two distinct, yet closely related policy documents.

- The Unincorporated County Comprehensive Plan (UCCP) will serve as the County’s general plan for the unincorporated County land area, including sphere-of-influence areas. It will comprehensively address the County’s “municipal” government role for these areas and not just the physical development of its land resources, as a typical general plan would do. It will also include the Community Plan Continuum.
- The Regional Services Plan will discuss the County’s responsibility as a “regional” county government including the delivery of mandated services of the federal and state government. These services are provided to all county residents and are not restricted solely to the unincorporated areas. The principles, goals and policies developed for the Regional Services Plan may appear similar to those of the UCCP, however; they will reside as a separate policy document.

How these two policy documents and their goals and policies are organized (separately or combined) should be discussed at some length in the consultant’s response.

Policy Plan Content

The County is interested in organizing the Policy Plan into four dimensions that cover the entirety of

elements and issues facing San Bernardino County. These include the:

- Natural Environment
- Built Environment
- Economic / Social Environment
- Safety, Security, Health and Welfare Environment

These dimensions will be further refined with specific element sections and described in the subsequent RFP, based on information from the RFQ process. The Consultant’s response should discuss the possible element contents and issues that should be addressed in the documents, recognizing state general plan laws, recent and foreseeable changes to the general plan guidelines, and case law.

Format

The County Policy Plan should:

- Lay out overriding principles, state long-term goals, and provide tightly drawn policies for achieving the Countywide Vision.
- Provide clear policy direction to implement the element sub-sections.
- Briefly lay out the issues and context of each element sub-section and provide concise wording of its goals and policies. The goals should describe desired conditions. Policies should be clear and unambiguous in order to shape decisions to accomplish the goals. Protocols for phraseology and tight definitions of key terms must be explicitly laid out in a project guidance package.
- Allow, through the web-based system, linkages to other related goals and policies, other Plan components, implementation programs and strategies, and to the tracking and feedback system



“A Look Back, A Path Forward”

County Business Plan

The County Business Plan will institutionalize an approach to governance that leads to the Countywide Plan serving as the comprehensive operating plan for the County. The Business Plan will support consistent County leadership sustained over time and succession. The Business Plan will consistently move the County towards its Vision by using the County Plan as a framework for making decisions.

Context

The County has a very definite approach to governance. It works from a “paradigm” adopted by the County Board of Supervisors in 2012 which states:

- The County of San Bernardino is a regional government.
- We understand that every aspect of the quality of life in a community is part of an interrelated system.
- The County takes responsibility for ensuring that the community has determined how, when and by whom each element of that system is being addressed in pursuit of our shared Vision of the county and the future we desire.

The “job” of the County, as adopted by the Board of Supervisors, is to create a county in which those who reside and invest here can prosper and achieve well-being. In order to do that the County, at all levels, must be fully committed to and aligned around its Vision, paradigms, goals, policies, and their respective roles and responsibilities.

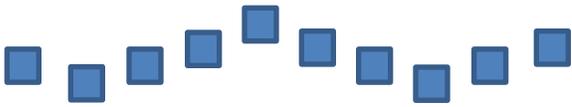
In recent years the County of San Bernardino has been successful in redirecting itself to address many longstanding issues affecting its ability to govern this County. Examples of this change include the reforms in ethics and campaign financing, creating a Countywide Vision for the entire County, and the restructuring of its management system to allow the Board of Supervisors to focus more on

policymaking and looking at issues from a Countywide perspective. The County is now ready to take the next major step in creating a comprehensive policy framework that will shape the entire San Bernardino County for years to come.

Organization

The County Business Plan will describe the foundation for conducting the people’s business on behalf of the present and future residents of San Bernardino County. The Business Plan will help decision makers at every level make informed choices that move the County toward its long-term Vision. It will integrate many elements of government that are usually disconnected and focus them into an easily understood, transparent, and accountable system of governance. The Business Plan will be organized around the following components:

- Governance Manual – will describe the County’s way of governing. It will describe the business systems the County employs to carry out its roles and responsibilities. It will integrate the Countywide Plan into the County’s daily operations. It will provide guidance for ongoing County leadership and policy decisions as well as guide the budget process towards the Countywide Vision. It will describe how the County communicates internally with departments and externally with the public.
- County Goals and Objectives (priorities) – is an annual process that reviews all relevant, available information within the County Business Plan, to guide staff in the preparation and submittal of the annual budget for approval by the Board. It realizes that sufficient financial resources do not exist to meet every need or every demand placed on the County. Prioritizing the County’s fiscal resources around the most critical and necessary services is essential to good governance and achievement of the Vision.



“A Look Back, A Path Forward”

- Annual Budget Process – includes the single most important policy decision made each year by the Board of Supervisors. It is the most tangible, meaningful expression of the Board of Supervisors’ priorities and commitment to take actions to address those critical issues affecting their ability to achieve the Countywide Vision.
- Tracking and Feedback – will serve to inform the decision makers and public about the status of issues facing the County and provide recommendations from staff and experts on possible actions to take. This is the tracking of information, data, indicators, etc. and the feedback of this information into the County Plan’s three components. It will allow for course corrections on an on-going, routine basis that keeps the plan alive and current, as well as forming the foundational work for the County’s Goals and Objectives.

Regional Issues Forum

The County of San Bernardino and the 24 incorporated cities have the legal responsibility and authority to plan for the physical development of their communities under the Planning and Zoning laws of the state of California. However, many of the issues facing local governments today go beyond local borders and should be addressed on a more regional or sub-regional level.

The County’s goal in this area is to bring forward information that can be used by other jurisdictions and agencies to inform decisions on issues facing their communities. Pursuant to the County Board of Supervisors’ adopted paradigm (see County Business Plan, Content section) the County, as a regional government, has the responsibility for ensuring that the community has determined how, when and by whom the information generated by the County on such regional issues is being addressed in pursuit of the shared Vision of the County. The consultant will be responsible for designing the web-based resource center interface that will house the information, which will be

maintained and updated on an on-going basis by county staff.

Countywide Plan Format

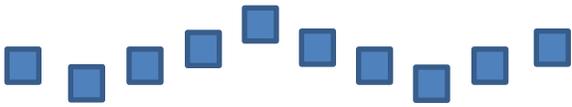
When considering the mechanics of preparing the San Bernardino Countywide Plan it is expected that this effort may take on certain aspects of other general plans. However, once completed we believe this plan will become a precedent-setting standard for future county plans throughout the state and nation. It will have the potential for joining a handful of other successful plans that exert influence far beyond that which could be accomplished through traditional planning efforts. The County places a high value on innovation and technology for the creation of this plan.

Web-based Plan

The Countywide Plan is envisioned to be an interactive, web-based tool that is designed, formatted and continually updated online. In this way the Plan will take advantage of new technologies by creating a link between the user and the various components of the Plan. Internal and external links to source material, seamless movement between sections of the Plan, an easy to use navigation tool, and interactive maps and graphics will all be used to enhance the usability, accessibility and effectiveness of the Plan. The consultant will be responsible for working with County staff to design the website, the information page content, navigation system, appropriate links and appendices, and develop protocols for placing information into the web pages by county staff. The consultant will be responsible for creating the web-based Plan using agreed upon code and for placing all content onto the site. The consultant will leave a user friendly system for maintaining and updating Plan information.

Design Examples

The County has not identified a general plan of another jurisdiction that precisely reflects the organizational or technical approach that would result in the level of plan the County is seeking. However, plans of several cities and counties have



“A Look Back, A Path Forward”

been identified that contain some of the attributes the County wishes to consider in designing the Countywide Plan, as follows:

- [Marin County, CA](#) - Element organization, comprehensive, guiding principles, countywide planning approach
- [Merced County, CA](#) – Plan overview, easy access to plan, implementation plan
- [Mecklenburg County, NC](#) – “Strategic Agenda”, performance reporting
- [City of Ontario, CA](#) – Web-based plan, comprehensive, framework
- [City of Fullerton, CA](#) – Policy development (four levels of policies, overarching policies), graphics, users guide
- [City of Sacramento, CA](#) – Uses of themes, implementation program, graphics (map of expected growth areas)
- [City of Seattle, WA](#) – Office of Sustainability and Environment web-based format and presentation of topics

Program EIR

A program EIR will be prepared for relevant parts of the Countywide Plan in accordance with the latest requirements of the California Environmental Quality Act (CEQA). As the Community Plans will become a part of the Unincorporated County Comprehensive Plan (General Plan) the environmental assessment must include the preferred land use alternatives for those communities as well.

The consultant should have a thorough knowledge and understanding of CEQA and its Guidelines, awareness of and impacts on the Plan of recent and pending CEQA-related court cases, and proposed changes to legislation and how they might impact the Countywide Plan.

The consultant shall be responsible for all procedural steps, which includes the preparation of the Initial Study, Notice of Preparation, Notice of Completion, Notice of Determination, Statement of Overriding Considerations (if necessary), Facts and

Findings, and Response to Comments. The consultant will work with the County Counsel in review of all CEQA matters. The consultant shall also be responsible for scheduling and conducting scoping meetings and for other forms of solicitation of issues for the CEQA documents.

The EIR shall reference pertinent data and analysis of the Countywide Plan sufficient to allow for consideration of future approvals and enactment of land use and related development within the County of San Bernardino which is found to be consistent with the Plan and the Program EIR and can be mitigated through standard mitigation measures. Specifically, the County wants a final EIR document that streamlines the environmental review process for various, eligible projects, without compromising the mitigation program. The EIR should describe and account for minimal environmental reviews, including the proper use of exemptions, which can be used on future projects that will come before the County. A technical appendix shall be a part of the EIR and shall include all supporting documentation.

Additional Guidance

The following items or areas of interest are presented to provide additional guidance to prospective respondents. This information may be useful to contemplate in your response and to inform the selection of your consultant team so that all areas of expertise needed by the County are considered and covered.

Themes

The County is interested in exploring how to weave various themes (i.e.: resiliency, sustainability, health and wellness, economics) into the discussion and creation of the goals and policies. These themes are not typically contained within a single silo or topical element, but instead, flow horizontally through the entire breadth of issues. As an example, health and wellness has two facets. One facet allows the discussion of hospital and clinic facility siting to be discussed within a public facility or infrastructure setting while the other



“A Look Back, A Path Forward”

would suggest that health and wellness be discussed within several elements relating to land use, recreation, safety, air quality, water, education, etc.

Levels of Goals and Policies

In order to address the different responsibilities and roles the County has, establishing levels or types of policies is desirable. The goals and policies within the Policy Plan should be structured to recognize the needs and perspectives of the County’s unique geographical areas (Valley, Mountain, and Desert) and communities. It must also recognize the County’s emerging leadership role for matters affecting San Bernardino County and for matters in areas that extend beyond its borders to sub-regional, regional, state, national and international issues.

Assessment of Growth Scenarios

The County’s inevitable growth in population and jobs holds both hope for a stronger and better community and realization that lack of proper planning could have many negative economic and social impacts. Sustainable growth relies on the funding and delivery of appropriate infrastructure and essential services, typically provided by local and county governments. Given the cost of infrastructure and providing essential services, it is important that the County invest its financial resources wisely and determine the best strategy to achieve cost effectiveness. Because land use decisions are locally based it will become more important for the 24 cities and the County, in partnership with each other and with other agencies and groups, to discuss and plan for responsible growth patterns that maximize economic benefit, minimize costs, emphasize sustainable development and protect the County’s natural resources.

A comprehensive assessment of alternative growth scenarios (models) that accurately compare and assess both positive and negative impacts to the natural environment, the infrastructure, and the economy shall be prepared as an early component of the Policy Plan. To support this effort, the consultant will have access to detailed information the County has contracted for showing vacant land,

underutilized land, and water inventory within the entire County of San Bernardino.

One Map vs. Two Map System

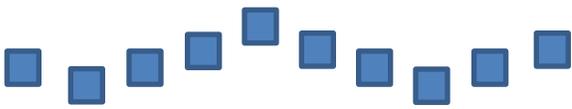
Currently, the County has a one map system for establishing the General Plan and the Zoning for land within the County’s jurisdiction. The consultant will recommend alternatives to this system which will allow a greater degree of flexibility within the zoning of property and creation of development standards that reflect the different physical, geographic, and land use types desired within the County.

Community Plan Continuum

The County has historically used community plans to guide the growth and development of various areas throughout the County. There are currently 14 Community Plans that were adopted in 2007. There appears to be a general consensus among the County officials, staff, and many community members that the Community Plans have not met their potential for new development and protecting the character and independent identity of those communities.

The County is in the process of restructuring the Community Plans into a new system that recognizes the uniqueness of the communities they represent and creates a continuum of communities that classifies all named areas in the unincorporated County area as to their position in the evolutionary cycle of a community. From low intensity development to growing communities, all identified areas of the County will have some level of plan organization and will know how they can move towards a more complete community, if they so desire and if economically feasible.

The Community Plan Continuum will need to be placed within the context of the County Policy Plan and will ultimately need to be incorporated as part of the web-based Plan and linked to the Business Plan for fiscal policies. The Community Plans will be developed (by other consultants under separate contracts) simultaneously with the Countywide Plan and therefore will influence possible changes to



“A Look Back, A Path Forward”

land use designation. In addition, the Community Plans will be influenced and directed by goals and policies of the County Policy Plan. Timing and coordination between these two efforts will be crucial.

Fiscal Analysis

A fiscal and economic analysis of the County Policy Plan land uses will be included in the process. The fiscal analysis will comprehensively assess the existing economic conditions of the County, and project and forecast future revenues and expenditures of the alternative growth scenarios. An analysis of regional economic growth factors and trends influencing future development potential in San Bernardino County shall be included. This dynamic modeling tool is a key component of the Countywide Plan.

Sphere of Influence areas

The incorporated cities are often critical of the land use decisions made by the County in the Sphere of Influence (SOI) areas. The cities' major concerns are that:

- Some land uses proposed by the County for the SOI areas may not be compatible with, and are not logical extensions of, the adjacent land uses within the cities' boundaries.
- County development standards and design criteria may be less rigorous, depreciating the quality of the permitted development and adversely affecting the neighborhoods, including adjacent areas within the cities.
- County infrastructure requirements and standards may not be the same as the adjacent cities. This situation results in discouraging annexation of SOI areas as they are perceived by the city as substandard, requiring substantial investment to bring them up to city standards.

Section 65300 of the California Government Code places a dual mandate on both cities and counties for land use planning within SOIs. The land use policies adopted for the SOI areas in the Countywide Plan must be designed to encourage annexations or incorporations. This includes the

provision of adequate infrastructure that is compatible with the adjacent city and financially feasible to construct and maintain. A program to engage affected cities in a discussion of possible solutions to these issues is necessary, as well as engaging the Local Area Formation Commission which is currently completing a comprehensive Sphere of Influence review study.

GIS / Mapping

One of the goals of the 2007 General Plan Update was the creation of a Countywide mapping system (base maps, overlays) that covered a wide range of topics. To a large degree, that goal was accomplished. However, there is a need to assess whether the system in place (and being completed now) is sufficient to meet all of the electronic data needs for the new Countywide Plan. The existing GIS system is functional but not necessarily centralized, making information sharing a challenge. Many, but not all, base maps and layers have been digitized. The mapping in some cases may be adequate but there needs to be an assessment of what information can be created on either interactive maps or graphics. The need to quickly assess the County's mapping capabilities and weaknesses will be one of the important first steps in the Plan's process.

Public Input and Participation

The ability to communicate with a diverse population, numerous public agencies, and within a large geographical area will be essential to the success of the Countywide Plan. Matching the most appropriate form of communication to the intended audience is important and will require a high degree of knowledge of traditional as well as new technologies in the field of communication. Social media, websites, on-line and other surveys, newspapers, telecommunication devices, etc. should all be explored to achieve this goal. Equally important is the ability to analyze and report on input from the community and organizations in order to influence the development of the Plan's components.



“A Look Back, A Path Forward”

Implementation

By themselves, the Policy Plans and Business Plan are static. Only through a strong implementation program do they become actionable. In the end, if the Countywide Plan is not actionable it will fail. Actions driven and guided by the goals and policies of these documents should result in change that can then be measured against the desired outcomes and reported back to decision makers and the public. The consultants’ response should include a discussion of the elements of a successful implementation program for the County. Demonstrated success in implementation of previous plans is essential.

Project Management

The Chief Executive Officer will provide oversight to the overall project and will serve as the primary interface with the County Board of Supervisors and other elected officials. He will ensure interdepartmental participation throughout the course of the project. All media contacts will be coordinated out of the County Administrative Office.

The County desires to have a high level of interaction with the consultant(s) selected for this project. An executive management team lead by the Chief Executive Officer, Technical advisory teams, advisory committees, and a project management team will provide input and guidance throughout the preparation of the Countywide Plan.

Day to day management of the project will be provided through regular, frequent meetings between the consultant’s project manager and the County’s project manager and their respective staffs. These meetings should be focused on topics and products to elicit the most effective use of time.

Greenhouse Gas Emissions Reduction Plan

In response to AB-32 and SB-375, establishing limits on GHG emissions, cities were faced with having to deal with the uncertainty of CEQA lawsuits when adopting amendments to general plans and/or considering large development projects. As an alternative to each city in San

Bernardino County preparing their own GHG inventories and reduction plans, a partnership of 21 cities and the County, led by the San Bernardino Associated Governments (SANBAG), compiled an inventory and developed reduction measures that now serve as the basis for cities to develop a more detailed community level climate action plan (CAP). As part of this effort, an Environmental Impact Report was prepared and certified by SANBAG, allowing cities to tear off of the document for their CAPs.

The Countywide Plan and EIR must address the issue of GHG emissions again and make certain all necessary documents and policies are updated and adequately covered in the environmental analysis.



“A Look Back, A Path Forward”

SECTION III. COUNTY RFQ AND CONTRACTING INFORMATION/REQUIREMENTS

A. General Information

1. Proposal Submission

The County desires to make the submission of responses to RFQs and RFPs as paperless as possible. However, we also know the importance to the Responders of presenting the best, graphically enhanced submittal to this comprehensive project. Therefore, responses to this RFQ may be submitted either in paper form or on the County of San Bernardino Electronic Procurement Network (ePro), but all responders must be first registered with ePro.

Proposals must be received by the designated date and time. An electronic proposal can be submitted through (ePro) <https://epro.sbcounty.gov/epro/>. Submittals in ePro will be opened from the system’s “encrypted lock box” after the deadline and evaluated as stated in this solicitation. If the proposal is submitted through ePro, the proposal may also be withdrawn OR retrieved, adjusted and re-submitted by the Proposer at the time prior to the scheduled deadline for submission of the proposal.

Paper responses will be accepted at the location identified in the solicitation, by mail or in person to the address listed in Section III. A. 4. and will be time/date stamped when received and can be withdrawn at any time prior to the scheduled deadline for submission of the proposal. If the proposal is submitted through ePro, the proposer acknowledges that its electronic signature is legally binding. **All proposers must register with the ePro system prior to the date and time to receive the proposal or they will be disqualified. Late or incomplete proposals will not be accepted.** Proposals System-related issues in ePro shall be directed to Vendor support at ePro.Vendors@buyspeed.com or at (855) 800-5046. For procurement questions involving ePro, please

contact the Purchasing Department at (909) 387-2060.

2. Reference Materials

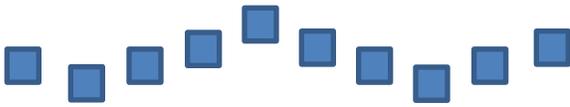
The Land Use Services Department has copies of the following materials available for review on line at sbcounty.gov and at the County Government Center Office, 385 North Arrowhead Avenue, in San Bernardino, Monday - Friday, 8:00 a.m. - 5:00 p.m. :

- [2007 General Plan](#)
- [2013-2021 Housing Element](#)
- [County Budgets](#)
- [State of the County 2013](#)
- [State of the County 2014](#)
- [County Goals and Objectives](#)
- [Countywide Vision](#)
- [Your County... Your Future](#)
- [San Bernardino County Community Indicators Report 2013](#)
- [San Bernardino County Community Indicators Report 2014](#)
- [Our Community Vital Signs 2013 Final Report](#)

3. Minimum Consultant Requirements

All Consultants must:

- a. Have no significant record of unsatisfactory performance. Consultants who are or have been seriously deficient in current or recent contract performance, in the absence of circumstances properly beyond the control of the Consultant, shall be presumed to be unable to meet this requirement.
- b. Have the ability to maintain adequate files and records and meet statistical reporting requirements.
- c. Have the administrative and fiscal capability to provide and manage the proposed services and to ensure an adequate audit trail.



“A Look Back, A Path Forward”

- d. Meet other presentation and participation requirements listed in this RFQ.

4. Non-Mandatory RFQ Question and Answer Meeting and Questions on ePro

An optional RFQ meeting will be held on: **Monday, October 27, 2014 from 1:30 p.m. to 4:00 p.m.**

County of San Bernardino Government Center
Joshua Room
385 N. Arrowhead Ave., First Floor
San Bernardino, CA 92415-0182

Due to seating availability, please limit attendance to prime consultants only. All questions received on ePro **prior to 5:00 p.m. Friday October 24, 2014** will be discussed at this meeting. Questions received during or following the meeting will be posted on ePro.

Questions regarding the contents of this RFQ must be submitted in ePro on **or before 5:00pm (PST) Friday, October 31, 2014**. All questions will be answered and both the question and answer will be posted in ePro by **Monday, November 3, 2014**. Questions posted in ePro on or **before Noon (PST) Friday, October 24, 2014** will be responded to at the RFQ Question and Answer Meeting on October 27, 2014, as well as posted in ePro.

5. Correspondence

All correspondence, except questions, regarding this RFQ shall be submitted via e-mail to:

County of San Bernardino
Land Use Services Department
ATTN: Jerry Blum, Countywide Plan Coordinator
Advance Planning Division
385 N. Arrowhead Ave., First Floor
San Bernardino, CA 92415-0182
Jerry.Blum@lus.sbcounty.gov

During the evaluation process, the individual identified above is the primary County contact point

responsible for any inquiries or information relating to this RFQ.

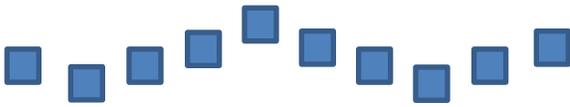
Gia Kim, Assistant Director,
Gia.Kim@lus.sbcounty.gov and
Karen Watkins, Planning Manager,
Karen.Watkins@lus.sbcounty.gov may also provide information. Any violation of this procedure may be grounds for disqualification of the Consultant.

6. Qualifications Submittal Deadline

All Qualifications packages must be received at the address listed above no later than **5:00 p.m. on Friday, November 7, 2014**. Facsimile or electronically transmitted proposals will not be accepted, other than on ePro. Postmarks will not be accepted in lieu of actual receipt. Late or incomplete qualifications packages may not be opened and may not be considered.

7. Qualifications Review Timeline (submittal deadline firm, other dates tentative)

- a. RFQ Release:
October 20, 2014
- b. RFQ Question and Answer Meeting:
October 27, 2014
- c. Deadline for Submittal of questions regarding the RFQ:
5:00 p.m. Friday, October 31, 2014
- d. Deadline for Submittal of RFQ:
5:00 p.m. Friday, November 7, 2014
- e. Notify Consultants of “Short List” Selection:
November 21, 2014
- f. Deadline for submittal of RFP:
Late December 2014
- g. Oral Interviews:
January 2014
- h. Final Scope / Contract Award:



“A Look Back, A Path Forward”

February 2015

- i. Countywide Plan kickoff:
March 2015

8. Contingencies

This Request for Qualifications (RFQ) does not commit the County to award a Contract. The County reserves the right to accept or reject any or all qualifications if the County determines it is in the best interest of the County to do so. The County will notify all Consultants, in writing, if the County rejects all Qualifications packages.

9. Acceptance or Rejection of Subsequent Proposals

Any proposals submitted subsequent to consultant interview selection shall remain open, valid and subject to acceptance anytime up to six months after the proposal opening date and time. The County realizes that conditions other than lowest cost are important and will award contract(s) based on proposal(s) that best meet the needs of the County.

10. Modifications

The County reserves the right to issue addenda or amendments to this RFQ.

11. Submittal of Qualifications

To be considered, all Qualifications packages must be submitted in the manner set forth in this RFQ. It is the Consultant’s responsibility to ensure that its Qualifications package arrives on or before the specified time.

12. Incurred Costs

This RFQ does not commit the County to pay any costs incurred in the preparation of a Qualifications package in response to this request, or any costs incurred in the preparation of any subsequent proposal which may result from this RFQ process. All costs incurred in responding to this RFQ, either

directly or indirectly, shall be the sole responsibility of the Consultant.

13. Negotiations

The County may require the potential Consultant(s) who might be selected to participate in any resulting contract negotiations to submit price, technical, or other revisions of any subsequent proposals submitted, as may result from negotiations.

14. Final Authority

The final authority to award Contracts rests solely with the County of San Bernardino Board of Supervisors.

15. Qualifications Packages Submittal Requirements

- a. All interested and qualified Consultants are invited to submit their qualifications for consideration. Submission of qualifications indicates that the Consultant has read and understands this entire RFQ, to include all appendices, attachments, exhibits, schedules, and addendum (as applicable) and all concerns regarding this RFQ have been satisfied.
- b. The following applies for those who choose to submit a physical Qualifications package:

A total of eleven (11) copies are required; nine (9) copies for reviewers, one (1) unbound copy, and one (1) copy marked “original copy” of the written Qualifications package. The original must be in a sealed envelope or container and all copies submitted to the COUNTY contact identified in Section IV. A. 4.

Qualifications packages (if not submitted through ePro) must be submitted on 8 1/2" by 11" recycled paper with double sided printing, unless specifically shown to be impracticable, with no less than 1/2" top, bottom, left and right margins. They must be typed or prepared with word processing equipment and double-spaced.



“A Look Back, A Path Forward”

Type face must be no more than 12 characters per inch (12 pt. font). Each page, including attachments and exhibits, must be clearly and consecutively numbered at the bottom of the page.

- c. Qualifications must be submitted in the format described below. Qualifications packages shall be prepared in such a way as to provide a straightforward, concise description of capabilities to satisfy the requirements of this RFQ. Emphasis should be concentrated on conformance to the RFQ instructions, responsiveness to the RFQ requirements, and on completeness and clarity of content.
- d. Qualifications packages must be complete in all respects as required in this section. Qualifications may not be considered if conditional or incomplete.
- e. Qualifications packages must be received at the designated location no later than the date and time as specified in Sections III A 5.
- f. All qualifications packages, subsequent proposals, and other materials submitted in conjunction with this RFQ become the property of the County and are subject to disclosure under the California Public Records Act, Government Code section 6250 and following. If any Consultant, in his/her response to this RFQ, or in any subsequent proposal, has trade secrets, financial, proprietary or other information, which the Consultant believes is exempt from disclosure by law, Consultant must notify the County of his/her request to keep said information confidential and must identify that information requested for non-disclosure. This request must be made in writing and attached to the envelope containing the response. The confidential data shall be readily separable from the response in order to facilitate eventual public inspection of the non-confidential portion of the response. In the event the County receives a request for the disclosure of any such information, prior to the release of any such information, the County will contact the

Consultant and will not release the information if the Consultant, within five (5) days of receipt of notice of the disclosure request, requests non-disclosure, provides County a legally sound basis for non-disclosure and agrees to indemnify, defend and hold harmless the County in any action brought to disclose such information. The Consultant, by submitting such information, agrees that the failure of County to contact the Consultant prior to the release of such information will not be a basis for liability by County or any County employee to Consultant.

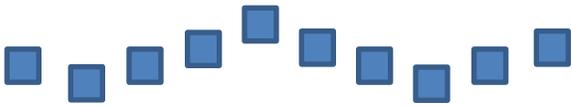
16. Qualifications Package Format

Response to this RFQ must be submitted in the following format:

- a. Cover Page - Submit a letter, on letterhead stationery, signed by a duly authorized officer, employee, or agent of the organization/firm submitting the Qualifications.

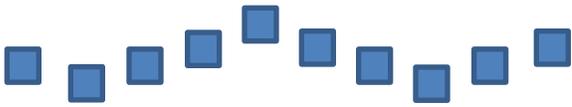
The cover letter shall include the following information:

- 1) A statement that the Qualifications package is submitted in response to the **COUNTY OF SAN BERNARDINO COUNTYWIDE PLAN / EIR RFQ LUSD15-LUS-1246**.
 - 2) A statement indicating which individuals, by name, title, address, and phone number, are authorized to negotiate with the County on behalf of the organization/firm.
 - 3) A statement certifying that the undersigned, under penalty of perjury, is an agent authorized to submit Qualifications packages on behalf of the organization/firm.
- b. Table of Contents - A Table of Contents shall be included.
 - c. Statement of Certification - Include the following in this section of the Qualifications package:



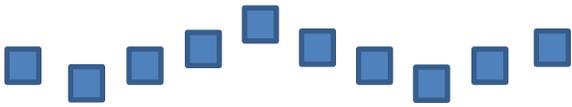
“A Look Back, A Path Forward”

- 1) A concise statement of the consultant’s qualifications to perform the services described in this RFQ, clearly labeled **“QUALIFICATIONS TO PERFORM SERVICES DESCRIBED FOR COUNTY OF SAN BERNARDINO COUNTYWIDE PLAN / EIR RFQ LUSD15-LUS-1246.**
 - 2) A statement that the Consultant is qualified to provide the services as described in the RFQ.
 - 3) A statement that all declarations in the Qualifications package and attachments are true and that this shall constitute a warranty, the falsity of which shall entitle the County to pursue any remedy by law.
 - 4) A statement that the Consultant agrees to provide the County with any other information that the County determines is necessary for an accurate determination of the Consultant’s ability to perform services as proposed.
 - 5) A statement that the prospective Consultant, if selected, will comply with all applicable rules, laws, and regulations.
- d. Statement of Experience - Include the following in this section of the Qualifications package:
- 1) Business name, address, and phone/fax numbers of the prospective Consultant and legal entity such as corporation, partnership, etc.
 - 2) Number of years the prospective Consultant has been in business under the present business name, as well as related prior business names.
 - 3) A statement that the prospective Consultant has a demonstrated capacity to perform the required services.
 - 4) List any applicable licenses or permits presently held and indicate ability to obtain any additional licenses or permits that may be required.
 - 5) A statement that the Consultant has an organization that is adequately staffed and trained to perform the required services or demonstrate the capability for recruiting such staff.
 - 6) Experience, related to general plans of principal individuals in the prospective Consultant’s team organization who will be responsible for performing the required services. Detail current positions, years of service experience, including capacity, magnitude and type of work performed by each of the principals.
- e. Contracts completed during the last three years which involve similar type projects - show for each such contract:
- 1) Date of completion and duration of each contract.
 - 2) Type of service.
 - a) Total dollar amount contracted for and amount received.
 - b) Location of area served.
 - c) Name, address, and phone/fax numbers of agency with which contracted and agency contact person administering the contract. If none, so state.
 - 3) If any contract was terminated prior to the original termination date during the last five years - show for each contract:
 - a) Date of completion and duration of each contract.
 - b) Type of service.
 - c) Total dollar amount contracted for and amount received.



“A Look Back, A Path Forward”

- d) Location of area served.
 - e) Name, address, and phone/fax numbers of agency with which contracted and agency contact person administering the contract.
 - f) Reason for termination. If none, so state.
- 4) Contracts currently in effect - show the following for each such contract:
- a) Date due for completion and duration of contract.
 - b) Type of service.
 - c) Total contract amount.
 - d) Location of area served.
 - e) Name, address, and phone/fax numbers of agency with which the organization is currently contracting and agency contact person administering the contract. If none, so state.
- 5) References. Provide a minimum of five (5) references for similar contracts, either in progress or completed by the Consultant, within the past three years. Please provide the name, address and telephone number for each of these references and a brief description of the contract(s) for which the Consultant provided services.
- 6) Controlling interest in any other firms providing equivalent or similar services. If none, so state.
- 7) Financial interest in other lines of business. If none, so state.
- 8) Pending litigation involving prospective Consultant or any officers, employees, and/or consultants thereof, in connection with contracts. If none, so state.
- 9) Convictions or adverse court rulings involving fraud and/or related acts of all officers, consultants, and employees. If none, so state.
- 10) A statement that the Consultant does not have any commitments or potential commitments which may impact on the Consultant’s ability to perform the services resulting from a subsequent contract award.
- f. Key Personnel and Potential Sub-Consultant Information
- 1) For the subcontracting of any portion of the service delivery described in the RFQ, Consultant must attach a statement from each sub-consultant, signed by a duly authorized officer, employee, or agent of the subcontracted organization/firm, which includes the name and address of that organization/firm, type of work to be performed. The statement must also affirm that the sub-consultant will perform all work as indicated and will comply with all items as indicated above. This information will be used to determine the potential responsibility of the Consultant.
 - 2) Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of all key individuals who may be assigned to a County transaction. Key personnel include partners, managers, associates and other professional staff that will perform work and/or services in this project. This information shall include functions to be performed by the key individuals.
 - 3) Provide information on former County of San Bernardino administrative officials (as defined below) who are employed by or represent your business. The information provided must include a list of former County administrative officials who terminated County employment within five



“A Look Back, A Path Forward”

(5) years and who are now officers, principals, partners, associates or members of the business. The information should also include the employment and/or representative capacity and the dates these individuals began employment with or representation of your business. For purposes of this section, “County administrative official” is defined as a member of the Board of Supervisors or such officer’s staff, County Administrative Officer or member of such officer’s staff, County department or group head, assistant department or group head, or any employee in the Exempt Group, Management Unit or Safety Management Unit.

Failure to provide this information may result in the response to the RFQ, as well as any response to any subsequent proposal resulting from this RFQ being deemed non-responsive. Any information provided in response to this section which is desired by the Consultant to be confidential shall be so marked in accordance with Section III. A. 14. e.

g. Methodology

Identify and generally describe the tasks and methodology that would be included in a Scope of Work for the project, based on this RFQ, in the event your firm is selected to submit a Request for Proposal (RFP)

h. Audited financial statements

Consultant must provide the Company’s Organizational Report for the last two years, as well as independently audited financial statements for the most recent completed fiscal year. If audited financial statements are not available consultant will need to provide unaudited financial statements along with a certification from the owners and the Company’s accountant that the information accurately reflects the company’s current financial status. If

the business is a sole proprietorship, please provide Schedule C of the Internal Revenue Service forms as well as a certification from the owner and the accountant that the information accurately reflects the business’ current financial status.

i. Insurance

Consultant will need to submit evidence of ability to maintain insurance in the amounts and coverages as stated in the attached Sample Contract.

17. Consultant Evaluation and Selection

a. Evaluation Process

All responses to this RFQ and any subsequent proposals will be subject to a standard review process developed by County. An RFQ Evaluation Committee comprised of nine staff members from various San Bernardino County departments will review and evaluate each RFQ. A primary consideration shall be the effectiveness of the Consultant organization in the delivery of comparable or related services based on demonstrated performance.

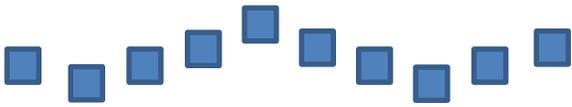
b. Evaluation Criteria

Initial Review - All Qualifications will be evaluated initially to determine if they meet the following minimum requirements:

1) The Qualifications packages must be complete, in the required format, and be in compliance with all the requirements of this RFQ.

2) Prospective Consultants must meet the requirements as stated in the Minimum Consultant Requirements Section III 2.

Failure to meet all of these requirements may result in a rejected Qualifications package, as well as the rejection of any subsequent proposal. No Qualifications package or any subsequent



“A Look Back, A Path Forward”

proposal shall be rejected if it contains a minor irregularity, defect or variation if the irregularity, defect or variation is considered by the County to be immaterial or inconsequential. In such cases, the Consultant will be notified of the deficiency in the package(s) and given an opportunity to correct the irregularity, defect or variation or the County may elect to waive the deficiency and accept the Qualifications package or subsequent proposal as submitted.

c. Evaluation - Consultants meeting the stated requirements will be evaluated on the basis of the following criteria:

- 1) Understanding of project and soundness of approach.
- 2) Consultant expertise and technical abilities.
- 3) Expertise and technical abilities key individuals.
- 4) Related experience and references.
- 5) Responder’s ability to perform.

Selection of consultants for submittal of an RFP will be based on a determination of which consultants will best meet the needs of the County and the requirements of this RFQ.

18. Protests

a. Protest of Short List. Consultants not selected for inclusion on the Short List may protest the Short List determination, provided the protest is in writing, identifies the RFQ and is delivered to the address listed in Section IV. A. 4. of this RFQ within five (5) calendar days of the date on the notification of the Short List determination.

Grounds for a protest is that the County failed to follow the selection procedures and adhere to specified requirements or any addenda or amendments; there has been a violation of conflict of interest as provided by California

Government Code Section 87100 et seq.; or violation of State or Federal law. Protests will not be accepted on any other grounds. In event of a protest, all protests will be handled by a panel designated by the Assistant County Administrator.

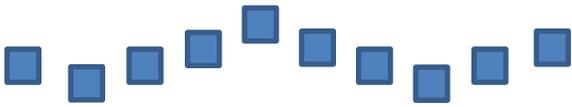
The County will consider only those specific issues addressed in the written protest. A written response will be directed to the protesting Consultant within fourteen (14) calendar days of receipt of the protest, advising of the decision with regard to the protest and the basis for the decision.

b. Protest of Contract Award. Consultants on the Short List and who subsequently submit proposals as a result of any response to this RFQ may protest the recommended contract award, provided the protest is in writing, identifies the RFQ and subsequent proposal process put forth by the County, is delivered to Appeals will not be accepted for any other reasons than those stated above. All appeals must be sent to:

Laurie Rozko, Director
County of San Bernardino
Purchasing Department
777 E. Rialto Avenue
San Bernardino, CA 92415-0760

19. Final Approval

Any contract ultimately resulting from this RFQ process will be awarded by final approval of the County of San Bernardino Board of Supervisors.



SECTION IV. APPENDICES / ATTACHMENTS

A. Stakeholder Survey

Interviews with community business stakeholders was completed in the summer of 2014 and offered the following insights into several issues facing San Bernardino County.

Image

In terms of assessing the image of the County the response was fairly unanimous, the County has a negative image compared with other counties. It was almost unanimous that the bankruptcy of the City of San Bernardino has confused many people who think of the County as the City. Other negative image issues that were mentioned included perceptions of government scandals, underperforming educational systems, substandard housing, high poverty, crime and unemployment rates, and lack of property maintenance.

Several persons believed that the County is really a tale of two counties, that there were some great cities and some not so great cities and communities within San Bernardino County. One individual characterized the County as “challenged” in terms of quality of life, image, crime and housing. This person stated, “When you think of Orange County you don’t think of bad areas, but it’s not the same with Riverside or San Bernardino counties which have much more of a mixed bag”.

Many persons who were interviewed initially dwelled on many of these negative aspects as issues from the past and when they talked of the present they all seemed to agree that things were getting better. They remembered when the County was viewed as the “wild, wild west” with a definite crisis of leadership throughout the County. They all agreed that the public, the stakeholders and government can’t let up in their pursuit of improvement.

Lastly, most agreed that messaging for the County as a whole has not been good. They believed that there were many good things happening in the County that could be showcased and improved on. Most believed that the County still had opportunities to reinvent itself and held a good potential for business growth and development.

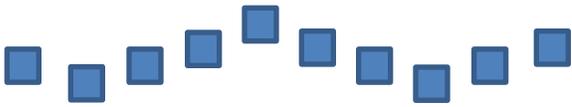
Business Opportunities

Many of those surveyed were currently doing some level of business in San Bernardino County. Responding to why they wanted to do business in the County they responded:

- Because we can earn profits here
- Good return on investment in County
- We know the lay of the land, we’ve been here a long time, “it’s our territory”
- We know how they (cities and County) do things here
- Positive land values in County
- Rent and maintenance costs are good here compared to elsewhere in SoCal
- Growing stability in government
- Competent staffing of government offices
- County is sweet spot for our logistics business
- Proximity to ports
- Great alternative to LA / OC and still in highly desired SoCal location
- Less costly to do business here
- For most part infrastructure is newer and better here than elsewhere, especially back east
- We had good experience recently with County in getting plans through for a major project in a very timely fashion

Issues still bothering some of the business leaders include:

- There is not a well-educated workforce here
- Perception from outside is that the county is a crazy place to do business
- Product theft is a problem



“A Look Back, A Path Forward”

- “Softer things” like cultural activities and entertainment is lacking compared to coastal communities
- Poor schools
- Over regulation of businesses in California
- Workforce demographics are not a good fit for some desired businesses
- Poor tax structure for businesses in California
- Location for business is critical – too many economically challenged areas / blighted areas that are not good for businesses or employees

Best Places to Live in San Bernardino

Asked where they would prefer to live in San Bernardino and why, the following results were obtained:

- Rancho Cucamonga – It has a Claremont type of social infrastructure – good schools, volunteerism, steady government, health emphasis, good feel, close to mountains, Victoria Gardens
- West Valley – Parts of Chino and Ontario are well done from a community perspective. Upland is coming back.
- Etiwanda – Beautiful place, best homes, out of traffic crush, schools are good, nicely amenitized
- Redlands – good “old time” feel to it, not a lot of tract homes
- Chino Hills – proximity to work in IE, gated communities, custom lots
- Mountains – away from it all, beautiful

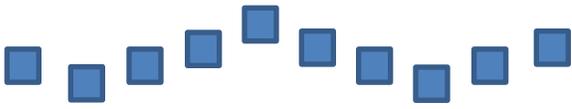
These were the most often cited areas for best living but certainly not the only ones. Many cities in the Valley region were mentioned. The Desert region was one area that received the most decisive opinions. Those who lived there liked it for

numerous reasons (rural nature, unpopulated, large lots, recreational opportunities, cost of living, etc.). For many respondents the desert was too hot, lacked close-by amenities, was too windy, or too far from other things they liked to do. On the other hand, many persons who would not choose to live in the Desert region indicated they and their families visited and used many of the region’s natural features and attractions.

Needed Improvements

Asked their opinion of what was needed in San Bernardino County for it to become a premier community, responses included:

- Create great places for people to congregate and enjoy
- Stress ethnic aspects of county – restaurants, historic places, in libraries and schools
- Create better social infrastructure – non-profits, community engagement, volunteerism
- Focus on better schools and education
- Attract knowledgeable workers
- Create better jobs – upwardly mobile positions
- Continue on the path of better, more stable governance
- Promote the county better (health, amenities like mountains and desert, services)
- Create better business climate
- Understand competitive nature and differentiate San Bernardino from Riverside County
- Improve demographics
- Improve housing stock and diversity of housing types



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B. Standard Contract

See separate document on ePro.