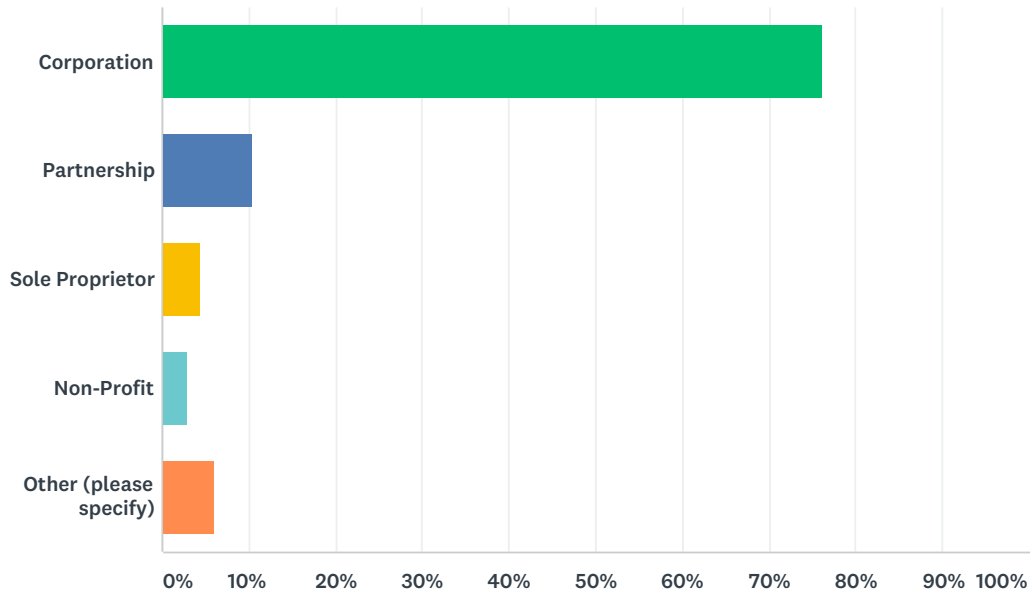


Q2 Type of firm or organization

Answered: 67 Skipped: 4

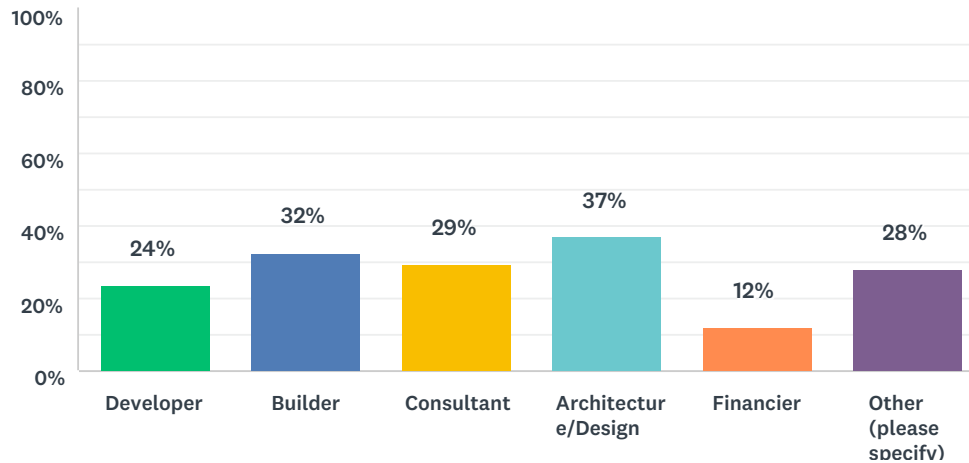


ANSWER CHOICES	RESPONSES
Corporation	76.12% 51
Partnership	10.45% 7
Sole Proprietor	4.48% 3
Non-Profit	2.99% 2
Other (please specify)	5.97% 4
Total Respondents: 67	

#	OTHER (PLEASE SPECIFY)	DATE
1	Limited Liability Partnership	8/20/2018 3:08 PM
2	Limited Liability Company	8/20/2018 2:59 PM
3	LLC	8/20/2018 10:24 AM
4	Government	8/1/2018 12:56 PM

Q10 Description of firm or organization (Check all that apply)

Answered: 68 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developer	24%	16
Builder	32%	22
Consultant	29%	20
Architecture/Design	37%	25
Financier	12%	8
Other (please specify)	28%	19
Total Respondents: 68		

#	OTHER (PLEASE SPECIFY)	DATE
1	Construction Manager	11/7/2018 9:58 AM
2	Clayco, Inc. (a large Design-Build firm), which includes CRG (our real estate development arm), BatesForum (our Planning/Design firm), and a number of other subsidiary entities. Clayco is a full-service, turnkey real estate, architecture, engineering, design-build and construction firm that delivers clients around the world the highest quality solutions on time, on budget and above and beyond expectations. Clayco delivers integrated solutions that are driven by our client's vision and implemented through a unified design-build team approach. With over \$2.0 billion in revenue for 2017 and more than 2,000 employees across the country, Clayco specializes in the "art and science of building," providing fast-track, efficient solutions globally for commercial, institutional, industrial and residential building projects.	8/21/2018 12:49 PM

Government Center Development: Informational Survey and Questionnaire

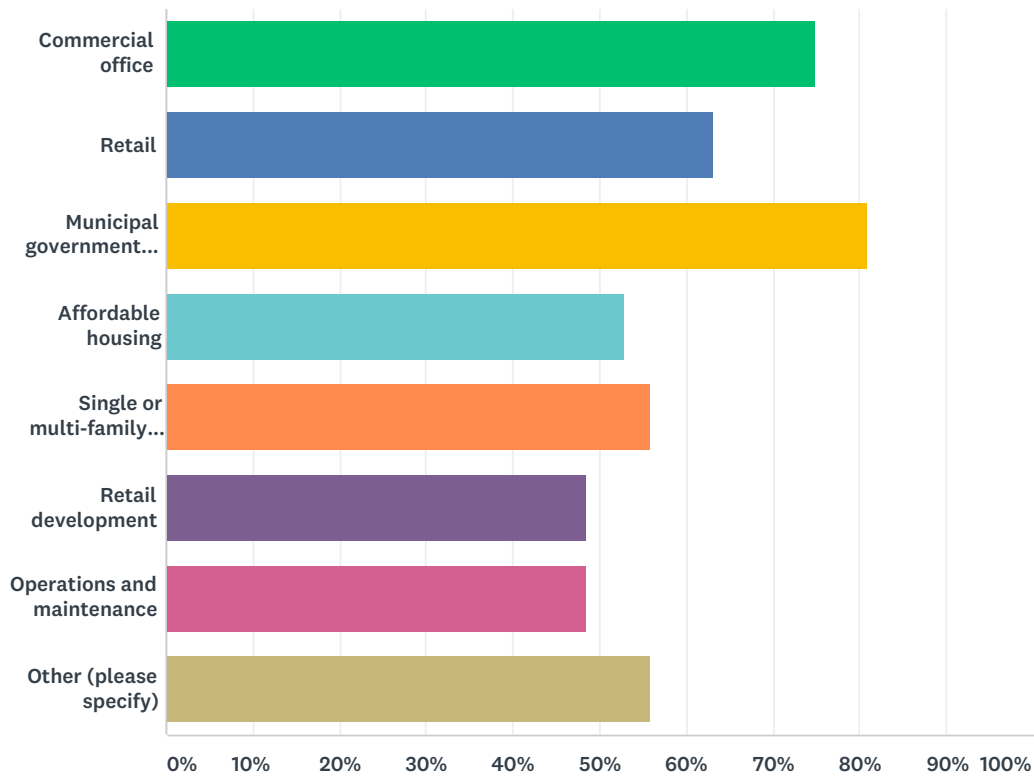
3	<p>Project Finance Advisory, Ltd. (“PFAL”) is a San Francisco-headquartered financial and commercial advisor specializing in alternative project delivery strategies for critical public infrastructure like the County of Sonoma (“the County”) and the City of Santa Rosa (“the City”) Government Center Development Project (“the Project”). PFAL is owned and capitalized by the Dar Group, a global professional services firm based in London. Dar Group recently celebrated its 60th anniversary. It has a workforce of over 18,000 people spread across the USA, Europe, the Middle East, Africa and Asia with revenue in excess of \$2 billion annually. PFAL was started by the Dar Group in London in 2011 and we opened our San Francisco office in March 2013. PFAL is a growing firm with 8 staff members based in our San Francisco office. Our mission is to provide independent advice and assistance to public agencies to help them establish viable business cases, efficiently structure and competitively deliver complex infrastructure projects using innovative delivery strategies such as concession-based public private partnerships (“P3s”). Our team’s core competencies include strategizing best practice competitive P3 procurement processes, collaborating with legal counsel and technical experts to produce clear and fair RFQs and RFPs, evaluating responses to request for information, unsolicited bids, RFQs and RFPs, presenting complex information to elected officials and the general public, and negotiating terms with private sector parties . We are also skilled at collaborating with existing municipal advisors to create evidence based solutions to best leverage County / City debt capacity, optimize the Project risk profile and minimize the long term financial and fiscal effects of the Project. Our team members have directly relevant experience performing this work as government officials, as advisors to governments, as fairness advisors overseeing procurements, as loan officers at major financial institutions, and as financial advisors to private sector clients. We are a team of senior-level experts who specialize in P3s. PFAL is driven to assist in the delivery of high-quality infrastructure using alternative delivery methods, and as individuals, we have the technical expertise and experience that demonstrates that we know how to do exactly that. PFAL team members have successfully structured and executed a combined \$200 billion in infrastructure projects in the US and around the world using alternative delivery and concession-based P3s . We are experienced with P3 projects in California including; Presidio Parkway P3, Transbay Terminal, SR 37, Santa Clara and Napa Valley Transportation Authority bus maintenance facility, LA Sanitation. The projects on which members of our teams have worked have successfully reached financial close and are either under construction or in operation. Because we perform work for both public and private sector clients, we have a unique sense of the needs and challenges faced by the public sector in entering in to long-term agreements with private partners, and we also understand how best to position the County / City to maximize your benefits and protect your interests over the long term. We adopt a pragmatic and flexible approach and can tailor our services to meet your needs and budget. PFAL is a registered municipal financial advisor with the MSRB and the SEC.</p>	8/21/2018 9:24 AM
4	<p>KPMG LLP (KPMG) is a U.S. limited liability partnership and member of the KPMG network of independent member firms (KPMG Network) affiliated with KPMG International, a Swiss cooperative providing Audit, Tax and Advisory services. The KPMG Network includes more than 152,000 professionals in 156 countries. In the United States, KPMG’s Government practice serves more than 2,300 clients nationwide. This survey has been completed by Infrastructure Advisory team of KPMG LLP. KPMG Infrastructure Advisory is a market-leading strategic and financial advisor with substantial and highly relevant real estate, development and public-private partnership qualifications and experience. Our core competencies as a firm are focused on providing objective and market-tested strategic, financial and commercial advisory services to public sector and government clients in the U.S. Please note that any future professional services from KPMG to the County or City are subject to completion of our normal client and engagement acceptance procedures and agreement of mutually acceptable terms and conditions.</p>	8/20/2018 3:08 PM
5	Engineering	8/20/2018 2:53 PM
6	Civil Engineers	8/20/2018 12:44 PM
7	Owner/Finance Obligor in P3 structure	8/17/2018 9:37 AM
8	Real Estate Advisory	8/17/2018 9:02 AM
9	with urban planning	8/17/2018 6:43 AM
10	Engineering, Program/project/construction management	8/17/2018 3:24 AM
11	Real Estate Investor/Broker	8/16/2018 12:33 PM
12	Real Estate Broker	8/16/2018 7:32 AM
13	Civil Engineering	8/14/2018 10:48 AM

Government Center Development: Informational Survey and Questionnaire

14	Community & City Planning	8/9/2018 10:14 AM
15	Full integrated developer	8/8/2018 8:21 PM
16	Veteran Advocates	8/6/2018 7:21 AM
17	Provider of electricity, customer programs, efficiency incentives, etc.	8/1/2018 12:56 PM
18	Public Accounting Firm	8/1/2018 9:07 AM
19	Development Management Services	8/1/2018 8:37 AM

Q11 Please select the sector(s) with which your firm or organization has worked. (Check all that apply)

Answered: 68 Skipped: 3



ANSWER CHOICES	RESPONSES
Commercial office	75.00% 51
Retail	63.24% 43
Municipal government offices/facilities	80.88% 55
Affordable housing	52.94% 36
Single or multi-family market rate	55.88% 38
Retail development	48.53% 33
Operations and maintenance	48.53% 33
Other (please specify)	55.88% 38
Total Respondents: 68	

#	OTHER (PLEASE SPECIFY)	DATE
1	Senior Housing	11/12/2018 3:08 PM
2	Educational, Correctional, Federal, Public Works	11/7/2018 9:58 AM
3	Senior Housing	10/25/2018 10:25 AM
4	Mott MacDonald has advised a number of public entities globally on these type of P3 transactions.	9/12/2018 1:26 PM

Government Center Development: Informational Survey and Questionnaire

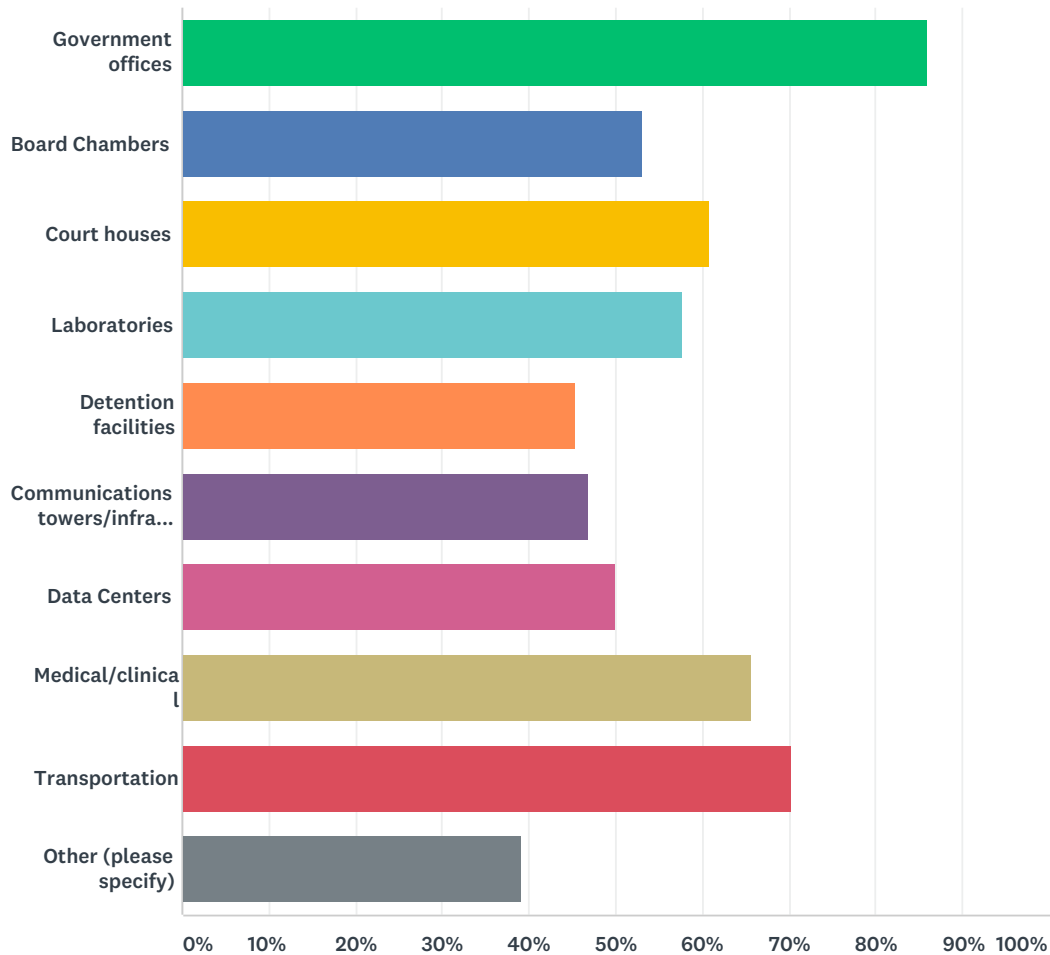
5	Industrial	8/21/2018 12:49 PM
6	Health Care; Science + Technology; Higher Education; Sports, Recreation + Entertainment; Justice; Aviation + Transportation, Commercial	8/21/2018 12:28 PM
7	Transportation & Infrastructure, Water & Environment, Energy, Education, Healthcare, Hospitality, Mission Critical, Sustainability / Resiliency	8/21/2018 11:27 AM
8	mixed use, senior housing, student housing	8/20/2018 3:15 PM
9	Note: KPMG is dedicated to serving the needs of public sector clients. The County and City will benefit from access to KPMG professionals that have worked with other state and regional agencies and understand your business. Our U.S.-based practice has professionals with backgrounds encompassing government and private sector experience, asset management, business transformation, capital markets, municipal bond insurance/credit analysis, IT transformation, real estate development, project finance, legal, public policy and engineering. This diversity of backgrounds means that KPMG can provide meaningful analysis and insight on the full spectrum of strategic goals that the County and City are seeking to achieve. KPMG's credibility as a complex infrastructure project advisor is unparalleled. We understand the market and what it takes to get a project done while protecting our clients' interests. Our strong track record is a result of the depth and breadth of our experience and our ability to build strong relationships with our clients by continually helping them achieve their objectives through all phases of project development and implementation.	8/20/2018 3:08 PM
10	Education, Science & Technology; Healthcare; Transportation Facilities & Infrastructure; Utilities; Sports and Recreation	8/20/2018 2:53 PM
11	Medical	8/20/2018 10:26 AM
12	Healthcare, Higher Education, Mixed-Use, Civic/Justice, K-12, Science & Technology, Office, Infrastructure/Roadway, Aviation	8/20/2018 10:24 AM
13	urban infrastructure, transportation planning/parking, net zero energy	8/20/2018 9:47 AM
14	schools, colleges, universities, airports	8/20/2018 7:14 AM
15	Parking Development and Planning	8/20/2018 4:57 AM
16	Maintenance	8/17/2018 1:23 PM
17	Educational facilities	8/17/2018 11:02 AM
18	Organizational Development & Training	8/17/2018 9:40 AM
19	All aspects of real estate, architectural, program and construction management	8/17/2018 9:02 AM
20	education, healthcare, hospitality	8/17/2018 7:21 AM
21	EllisDon is a world-leading construction and building services company that completes in excess of \$3.5 billion worth of contracts annually, in every market sector and across the globe. Over the last 65 years, we've grown from being a general contractor to a multi-faceted company that can deliver any aspect of a project. We have reached financial close on 42 P3 projects to date across a range of sectors. Sectors we work in in addition to those listed above include: Airports, culture & recreation, data centres & mission critical, education, energy, healthcare, highways & bridges, transit and judicial & correctional.	8/17/2018 5:17 AM
22	Federal government office buildings, public gathering venues, high-security administrative facilities such as the Pentagon and local & state courthouses	8/17/2018 3:24 AM
23	Hospitals, Hotels, Airports	8/16/2018 6:28 PM
24	Farms and Vineyard sales	8/16/2018 7:32 AM
25	P3s: airports, rail, power, water, district energy, parking, etc.	8/15/2018 3:10 PM
26	Rehabilitation of Existing structures	8/15/2018 12:28 PM
27	Community planning for Specific Area plans	8/9/2018 10:14 AM
28	Urban Planning, Interiors, Graphics	8/7/2018 1:24 PM
29	Veteran outreach	8/6/2018 7:21 AM
30	Aviation, Healthcare	8/2/2018 10:05 AM

Government Center Development: Informational Survey and Questionnaire

31	Manufacturing, cannabis, transportation, etc.	8/1/2018 12:56 PM
32	Healthcare facilities, educational facilities, research facilities, urban and civic sites	8/1/2018 10:53 AM
33	Nonprofits	8/1/2018 9:07 AM
34	Industrial, Mixed-Use, TOD	8/1/2018 8:37 AM
35	Commercial Public Projects	8/1/2018 5:57 AM
36	Courthouses, County Administration Building	7/31/2018 6:54 PM
37	Parking Structures	7/31/2018 4:55 PM
38	Telecommunications Infrastructure	7/31/2018 4:54 PM

Q12 If your firm or organization has experience with municipal government, with what types of facilities have you worked? (Check all that apply)

Answered: 64 Skipped: 7



ANSWER CHOICES	RESPONSES	
Government offices	85.94%	55
Board Chambers	53.13%	34
Court houses	60.94%	39
Laboratories	57.81%	37
Detention facilities	45.31%	29
Communications towers/infrastructure	46.88%	30
Data Centers	50.00%	32
Medical/clinical	65.63%	42
Transportation	70.31%	45
Other (please specify)	39.06%	25

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Total Respondents: 64

#	OTHER (PLEASE SPECIFY)	DATE
1	For the last 7 years, Mott MacDonald has been the #1 advisor on P3s (Infrastructure Journal). We've worked across all sectors.	9/12/2018 1:26 PM
2	Our firm has also done work for private offices, boardrooms, labs, data centers, medical/clinical facilities, and transportation related infrastructure. Several individuals in the firm also have experience with strategic planning studies for government facilities, including justice-related facilities. Note: Several members of the firm's leadership have experience with municipal and county governments based on roles at previous firms.	8/21/2018 12:49 PM
3	None on a development basis; however, Kitchell CEM (our sister company) has worked on most of the above.	8/21/2018 10:31 AM
4	Although our firm's architectural focus is on Residential, Retail and Mixed Use, our firm and key Team members with our Planning Studio have a variety of experience in Town Center Master Planning involving and incorporating the planning and implementation of Municipal Governmental Facilities. KTGy staff have also served and currently serve in a variety of Leadership Positions garnering experience in the above identified fields, including Hospital Boards and Past Elected Officials. This provides an understand of the needs from both the private sector and public sector perspective. Examples of our work include Master Planning and Design Advisor Services to the City of Anaheim for their LEED Platinum Certified Transportation Center ARTIC, Master Planning and processing for St Jude Hospital, Fullerton and Queen of the Valley Hospital , West Covina. Master Plans incorporating Municipal Governmental Services include La Entrada in the Coachella Valley and Yokohl Ranch, Tulare County.	8/20/2018 3:15 PM
5	Note: With this experience in mind, we are interested in advising the County and City in the Government Center Developments. We would be pleased to assist the City and County with the strategic, commercial and financial planning that's required to plan, procure and deliver the City and County's transformational project. As examples, we are prepared to conduct an analysis of the underlying real estate available for development, as well as support the creation of a business case and financial feasibility study for the project's procurement and overall development. Our analysis would represent a thoughtful evaluation of the project including consideration of project timeline, risk transfer, and funding/financing. The outcome of the analysis should help the County and City finalize a well-scoped, market-ready project. We have included below short descriptions of a few relevant projects: → City of Long Beach Courthouse: KPMG was the co-financial advisor to the Meridian consortium for the design, build, finance, operations and maintenance of a new court building in Long Beach, California. The term of the P3 is for 35 years. The completed building will be a 545,000 square feet multi-story facility that will accommodate 31 civil and criminal courtrooms, 800 workers and 3,500 to 4,500 daily. KPMG provided multiple services to the City of Long Beach including financial modeling, procurement assistance, and transaction negotiation. The Long Beach Courthouse Building transaction is an example of KPMG advising on an innovative P3 deal through to financial close, and thus far serves as the only completed social infrastructure project in the U.S. delivered on a performance basis. The contract is a design-build-finance-operate-maintain ("DBFOM") deal and it represents the first U.S. social infrastructure P3 to involve an availability payment mechanism. → University of California, Merced – Merced 2020 Project. The UC Merced 2020 Project (the 2020 Project) represents the current strategic growth initiative for the newest campus of the University of California system. Launched in 2013, the 2020 Project includes a strategic academic focusing initiative, organizational development and workforce planning to foster opportunities for efficiency and staff career development as the campus grows, and a major capital investment to expand the existing campus through the addition of 1.2 million gross square feet of academic, administrative, research, recreational, student resident, and student service buildings. Prior to joining KPMG, Daniel Feitelberg, KPMG's engagement partner, served as Vice Chancellor of Planning and Budget from the launch of the project until approximately six months after reaching commercial and financial close on the largest social infrastructure public-private partnership undertaken in the United States. Serving on the Chancellor's executive cabinet and within the Senior Management Group for the UC Board of Regents, he led the Merced development project and worked closely with the senior executive team to further develop the campus organizational structure, financial management capabilities, and to consider options to design, construction, finance, operate and maintain campus infrastructure and facilities. KPMG also advised the campus through a P3 project screening assessment. During project development, KPMG also helped the UC Office of the President through an objective review of the methodologies used to assess the development approach. → City of Indianapolis Consolidated Justice Facility P3 Project: KPMG is currently providing technical	8/20/2018 3:08 PM

Government Center Development: Informational Survey and Questionnaire

advisory and financial planning services to the City of Indianapolis. The Project will include at least six new interconnected buildings critical to the city and county's criminal justice system. The private sector will be responsible for the design-bid-build-finance-maintain (DBFOM) of the facility. The scope includes an adult detention center, community corrections facility, courthouse, sheriff's department, and parking facilities. The City engaged KPMG to act as its financial and commercial advisor to support the procurement of the Consolidated Justice Facility. KPMG also acted as the City's operational advisor to establish the affordability and transition plan that governed stakeholder commitments to deliver identified savings and revenue sources totaling more than \$3.5 billion over 38 years, allowing for an "expenditure neutral" P3 facility. → Treasure Island, Reuse and Development - City and County of San Francisco: KPMG provided valuation and financial advisory services to the Mayor's Office of Base Reuse and Development for the City and County of San Francisco, on behalf of KSWM Treasure Island, LLC. We evaluated the fee interest in a proposed transit-oriented sustainable development known as the Former Naval Station Treasure Island, which is to include 6,000 new residential homes, mixed-use space for retail and commercial ventures, and over 300 acres of public parks and open space. The residential plan includes a diversity of homes from single-family townhomes to mid-rise and high-rise towers. We provided a sensitivity analysis addressing 1) Timing and Source of Revenues; 2) Inflation Assumptions; 3) Discount Rates; and 4) Infrastructure Costs. → Great Hall Redevelopment – Denver International Airport: Denver International Airport is entering into a P3 contract with a developer which includes development of a quality concessions program and concessions space, leveraging Denver's unique brand while attracting leading national and international brands and integration of the Great Hall with the newly constructed hotel and soon-to-be-completed Hotel and Transit Center (HTC) attached to the Terminal building. KPMG is assisting DEN in evaluating commercial and financial options and considerations related to the transaction and the project, including: commercial structuring, revenue sharing terms between the Developer and DEN, optimizing the procurement and project to meet the planned schedule, assessing DEN's ongoing financial obligations and the impact to current debt coverage; and the impact of the deal to DEN's airline rates and charges. KPMG is also assisting with analysis and screening of project delivery methods, review of commercial structuring options, financial analysis, development of a shadow financial model, development of briefing material and decision support material, development of procurement documentation, and development of evaluation criteria and processes. → Terminal Development Initiative (TDI) – Amtrak: KPMG was engaged to analyze Amtrak's five largest stations and the ancillary properties surrounding them for development opportunities to maximize the value of Amtrak's assets through dispositions, development, redevelopment, repositioning, joint ventures, and other strategic investment structures. KPMG collected market data and conducted valuation assessments of existing and proposed development and/or redevelopment opportunities within station concourses and surrounding parcels through comprehensive market research, interviews, and a highest and best use analysis. → Riverside County – Criminal Justice Transformation: The County of Riverside faced unsustainable budget pressures from ever growing expenditures on its public safety agencies. Riverside County is the 4th largest of California's 58 counties in both population (approximately 2.4 million) and land mass, serving areas of more than 7,200 square miles. The Riverside County Sheriff's Department is the second largest in California, with over 4,500 employees, managing five correctional facilities, Coroner-Public Administrator duties, and providing court services. KPMG was engaged to conduct a financial, organizational, and operational performance review of the Riverside County criminal justice system to assist the Board of Supervisors in developing its budgetary priorities and allocations. Within Phase I of our work, KPMG delivered a report detailing the services provided by the District Attorney, Public Defender, Probation, and Sheriff; identifying immediate savings and efficiency opportunities by department and across the County as a whole. 51 recommendations were presented and adopted by the County Board of Supervisors and the KPMG team has been subsequently engaged in Phase II to help implement these recommendations, with expected potential savings of over \$200M with fully-implemented recommendations.

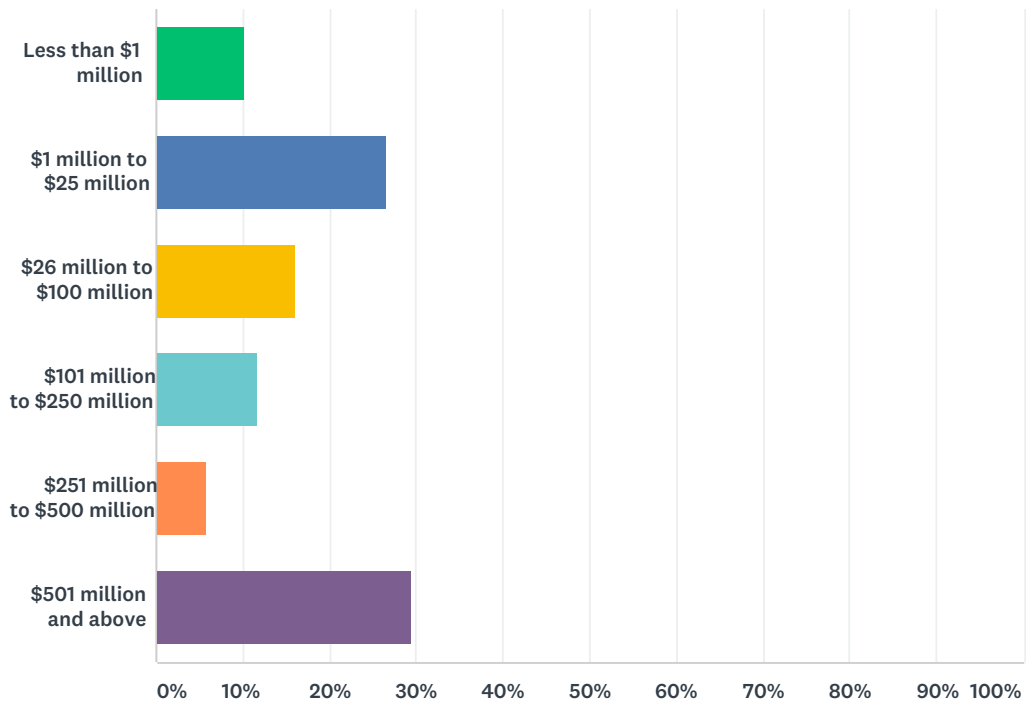
6	Law enforcement/police headquarters; Community/recreation centers; Parks/public open space	8/20/2018 2:53 PM
7	Police, fire, schools, parks and open space	8/20/2018 2:44 PM
8	parking, parks/open space, EOCs, TOD, organizational change	8/20/2018 9:47 AM
9	Airports	8/17/2018 9:02 AM
10	fire stations	8/17/2018 7:21 AM
11	We have worked closely with municipal and other levels of government to delivery facilities of the types mentioned above as well as facilities in the area of education, culture & recreation, laboratories and large civil projects.	8/17/2018 5:17 AM
12	Public safety complexes, schools, emergency response facilities, airports, parks	8/17/2018 3:24 AM

Government Center Development: Informational Survey and Questionnaire

13	Public safety facilities, parks systems, community centers, libraries, corporate yards, city halls, county administrative campuses, multi modal parking structures recreational centers, sports Facilities	8/16/2018 8:52 PM
14	Training	8/16/2018 5:57 PM
15	Sale and Leasing of municipal owned real estate	8/16/2018 12:33 PM
16	P3s: airports, rail, power, water, district energy, parking, etc.	8/15/2018 3:10 PM
17	Community Centers, Essential Facilities, County and City Facilities	8/15/2018 12:28 PM
18	Facility Master Plans	8/14/2018 10:48 AM
19	Hotel and Convention Centers; Airports; Performing Arts Centers; Arenas; etc.	8/13/2018 2:03 PM
20	Master planning,	8/7/2018 1:24 PM
21	Renewable Energy	8/2/2018 2:10 PM
22	Service yards, libraries, city halls, etc.	8/1/2018 12:56 PM
23	teaching and learning environments, public spaces, outdoor spaces	8/1/2018 10:53 AM
24	Waste Treatment/Fire Stations/Public Safety Buildings	8/1/2018 5:57 AM
25	Parking Structures	7/31/2018 4:55 PM

Q13 What are your firm's average gross annual receipts over the last 5 years?

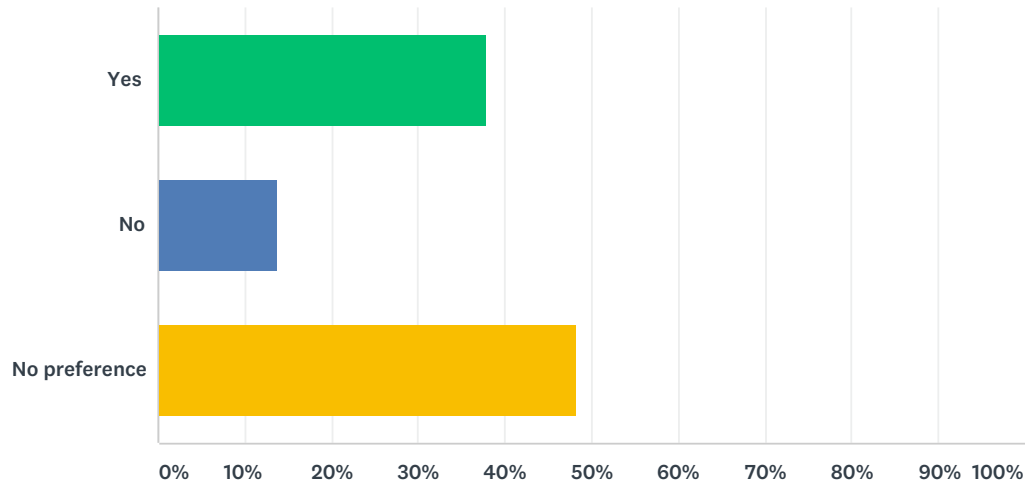
Answered: 68 Skipped: 3



ANSWER CHOICES	RESPONSES	
Less than \$1 million	10.29%	7
\$1 million to \$25 million	26.47%	18
\$26 million to \$100 million	16.18%	11
\$101 million to \$250 million	11.76%	8
\$251 million to \$500 million	5.88%	4
\$501 million and above	29.41%	20
TOTAL		68

Q14 Would you prefer a bid bundle approach?

Answered: 58 Skipped: 13



ANSWER CHOICES	RESPONSES	COUNT
Yes	37.93%	22
No	13.79%	8
No preference	48.28%	28
TOTAL		58

#	PLEASE EXPLAIN YOUR PREFERENCE.	DATE
1	Keep deals as clean as possible. Allows risk profile to be cleaner and stay with those your have risk models associated with appropriate bundles.	11/12/2018 3:32 PM
2	From our experience, bundling is often driven by the need to generate a sufficient project size (Capex, complexity, etc) to capture the efficiencies of a P3. This rationale has been consistent with our experience with the 558 bridges bundling project and multiple location CNG fueling facility P3 project in Pennsylvania, and the bundling of rural roads in 13 counties in southern Texas. We also have experience with 150 bundled schools in Belgium, health center and social housing in the UK, public facilities and prisons in France, and other similar projects around the world.	9/12/2018 1:26 PM
3	There are advantages to both: definitely the larger the project, the more likely it is that firms are going to express an interest (within limits imposed by their capacity to deliver and particularly for construction, their capacity to get bonding). The economics of a joint development may be better; there is less market risk from any one sector. Also, it becomes easier to advocate for things like shared parking and amenities. There may be an advantage in combining public and private development when it comes to financing the project; public sector alone may be harder to finance. However, the complexity of the project increases the bigger it is and the more uses are involved. Not every firm would be large enough to take on the project alone if it were completely bundled together. Multiple firms might be able to team up to take on the challenge but that could potentially increase the risk and complexity of the project from a management standpoint. Even assembling the team and jointly proposing for such a project can be a huge endeavor. When considering this approach, you should consider mixing public and private components if possible to help with financing. You may also want to consider bundling by location and/or building type.	8/21/2018 12:53 PM
4	Our breadth of services would allow us to work with several different developers in our key market areas. The bundling will not have significant impact on our office.	8/21/2018 12:51 PM

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5	<p>WSP USA is a full service professional services firm in the design and engineering industry. We provide advisory services (from financial feasibility to procurement to contract management) to government project owners. We also play a role on developer teams as a designer and engineer. From the perspective of an advisor, a bid bundle approach offers many benefits including cost and time savings, and design consistency, although it may not be appropriate for every project depending on the project owner's project and procurement goals. A bid bundle approach will likely require potential developers with the capability to manage a more complex scope of work, as well as significant financial resources and well-understood approach to working with subcontractors. Attracting developers with the skillset needed to meet the demands of a bid bundle approach may preclude smaller firms from participating in the project. An owner may address this by imposing requirements on developers to utilize small, local or disadvantaged businesses, which ensures that potential smaller firms that are active in the County of Sonoma are able to participate. The results of a market sounding exercise (such as this informational survey and questionnaire) supplements the owner's assessment of financial feasibility and potential delivery options. If the project is financially viable, attracts a sufficient number of developers to promote a competitive procurement process, and utilizes a delivery method that meets the project owner's needs, then a bid bundle may be the optimal approach.</p>	8/21/2018 11:29 AM
6	<p>Since we would only pursue retail or multifamily offerings, we would prefer individual property offerings.</p>	8/21/2018 10:43 AM
7	<p>14. Bundle approach is preferred. In principle, we expect that a bundled approach to delivering the Project can be expected to deliver a best value solution for the County and the City for the government facility components of the Project. A bundled approach is likely to: a. Improve operational efficiencies and enhanced customer services if your organizations are co-located or have joint use facilities b. Achieve economies of scale and innovation in the design and construction and long-term operation of the Project. c. Achieve a quality asset that performs well, at long-term fixed cost thus meeting many of the County and City goals and guiding principles (if the Project includes long-term maintenance and lifecycle renewal). d. Deliver the facilities in the shortest possible timeframe (faster than a single facility by single facility approach). Key success factors are further articulated in the answer to question 16.</p>	8/21/2018 9:30 AM
8	<p>Comprehensive packages allow all parties to give the owner a better cost benefit analysis</p>	8/20/2018 4:50 PM
9	<p>We feel it provides select expertise for each building type.</p>	8/20/2018 3:15 PM
10	<p>At this stage of the process, it is not appropriate to prescribe a particular bundling strategy, but given our experience with development projects across the country (and in particular as part of the Merced 2020 Project), we would look to work with the City and County to prepare a thoughtful evaluation. We have assisted a number of public agencies in the development of an approach and business case for procurement of complex, multi-use developments; our approach addresses the merits, risks, and benefits for various procurement methods. The business case document can address the detailed information and support for the procurement approach and identify where bundling does or does not provide value to the agencies.</p>	8/20/2018 3:09 PM
11	<p>We believe that a master developer model will result in the best overall project execution. The Sonoma County site in particular needs to be developed into a cohesive place to be successful, simply parceling off the site to different developers is more likely to fail. Additionally, a master planned approach will maximize synergies between the city and county, allowing office and admin space to be densely and efficiently developed.</p>	8/20/2018 2:55 PM
12	<p>We have seen both approaches and have success in each. There are competitive advantages with smaller, more specific project-type packages that allow greater competition. Although the procurement management falls more onto the client side and will need to be accounted for.</p>	8/20/2018 2:53 PM
13	<p>This is a good approach because it helps capture cost and delivery efficiencies by expertise. However, its early to determine what the criteria are for bundling.</p>	8/20/2018 1:47 PM

Government Center Development: Informational Survey and Questionnaire

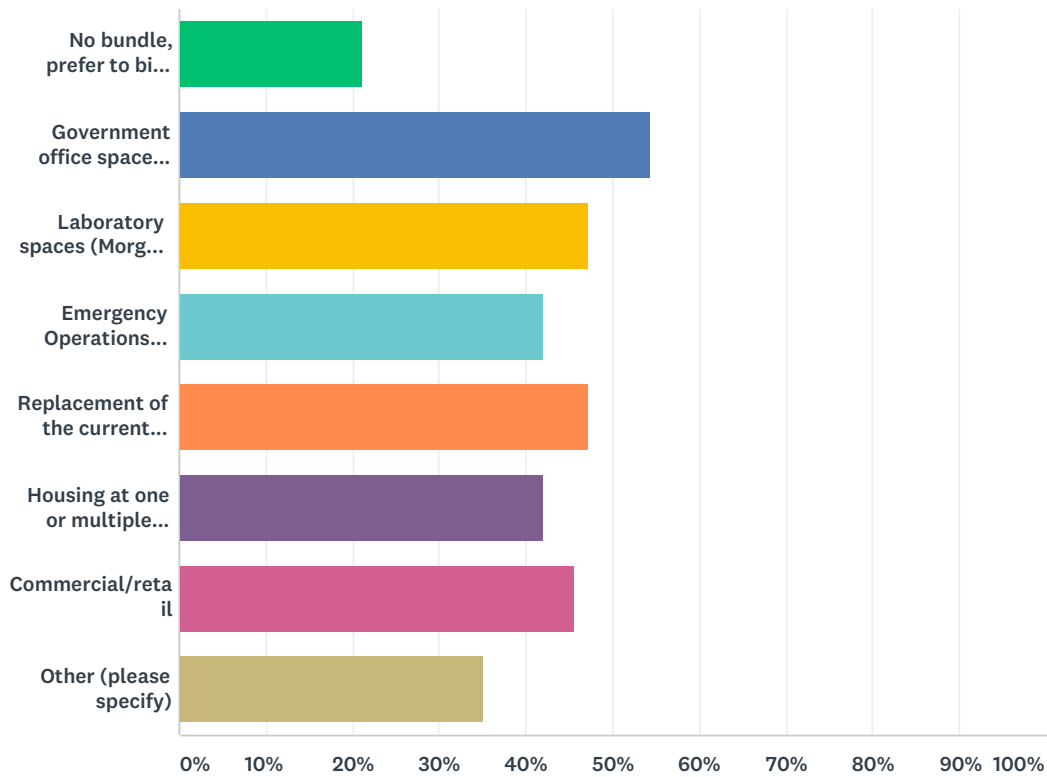
14	We believe that packaging the projects into two separate bid bundles, as outlined below, will provide the best value for Sonoma County and the City of Santa Rosa. Bid Bundle Options: • Bid Bundle 1: All public buildings and infrastructure • Bid Bundle 2: All private development (housing, commercial, retail) In our opinion, the County/City will receive the best value by separating the public and private project components. This is because the risk profiles and developers in the infrastructure and real estate industry are generally different. Therefore, the most value will be created by allowing specialists to pursue the development that is most suited for their particular company. However, should the County/City choose to bundle all the projects together, Edgemoor would still be very interested in submitting a response. This approach is similar to the Long Beach Civic Center project, of which we are a co-developer. Please see our response to question #16 for additional information.	8/20/2018 10:27 AM
15	Bundles typically proved better value-for-money because of the economies of scale and opportunity to for more innovation	8/20/2018 6:42 AM
16	Everything has its perimeters, prerequisites, dynamics, I would prefer to see what you have.	8/17/2018 1:28 PM
17	Pros: With so many goals and variables, along with various government entities involved, a bid bundle would clarify projects and narrow the scope for portions of development to more easily successful reach public-private partnership. If done well, bundles can efficiently package the City/County goals that have similar factors to lead to a successful project. Cons: While a bid bundle could help narrow down the scope of the development proposals, there is also the risk of losing out on more efficient uses of the land, or missing out on opportunities due to the structure of each bid bundle. It is possible that a bid bundle, in trying to accomplish as many goals as possible and portion out the land in a measured approach, will create scenarios where areas of the project are not economically feasible. For example, while shared parking between a multi-family development is efficient, it can affect the desirability of the housing units and thus occupancy/pricing.	8/17/2018 10:55 AM
18	To facilitate government efficiency and project savings, bid bundles should be structured around development timing.	8/17/2018 10:07 AM
19	The RFP process while valuable can consume a large amount of resources. The more scale included in the RFP, the more competitive the responses will be.	8/17/2018 8:00 AM
20	We finance personal property only, not real property, bundles typically include both.	8/17/2018 7:17 AM
21	Provided that the bid bundle includes space types that are related and collocated on one site (as inferred by the statement preceding the question), we are relatively indifferent. Instead, the overall size of the project (dollar value), risk profile, and deal structure (i.e. availability payment vs revenue) will have greater influence on our decision to pursue the opportunity. Specifically, bundles which allocate risk that the private partner is not best-able to manage, mix payment approaches (i.e. availability payment alongside revenue risk) or require real-estate plays to fund would be viewed as more complex with less certainty of completion, and therefore would be less attractive.	8/17/2018 5:18 AM
22	Definition is really the key that we are seeking, by this we find that defining the location typically is the first marker of similarity, while building type is second. Location represents the greatest value as building on each site provides the greatest potential for economy of scale value savings.	8/17/2018 3:31 AM
23	Given our considerable experience over the past 40 years and turn key delivery of government facilities serving both counties and cities in the state, we feel that the public sector component should be bundled independently from the private sector components. We also suggest that the private sector components be aggregated and bundle by product type. This way the best firm for each product type can be considered and selected by the county to execute accordance with its overall master plan for the property.	8/16/2018 8:57 PM
24	We are open because we do it all.	8/16/2018 6:01 PM
25	We would be ok with either joining a larger team or pursuing the design	8/16/2018 9:10 AM
26	Despite the added complexity it can create efficiencies of scale	8/15/2018 3:16 PM
27	We have worked under several structures, all can work for us.	8/15/2018 12:38 PM
28	The bundle approach would be acceptable if the project programming is complete. The bundled approach can be very time consuming if there is on going program changes. It is vitally important to have access to decision makers at the county level to make program and development decisions within a timely manner.	8/14/2018 11:08 AM
29	Public Sector work is our preference.	8/13/2018 2:16 PM

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30	More difficult changing the current processes.	8/9/2018 10:17 AM
31	We'd be curious to know which program elements of the city government center are paired together in a bid bundle approach.	8/5/2018 8:55 AM
32	We feel we can provide more value to an owner by teaming with a developer and design team early in the process. We can collaborate with the full team to understand budget, schedule, needs and wants, early on to design and build to those values.	8/3/2018 1:23 PM
33	Really depends on the size, construction type, and schedule.	8/2/2018 10:09 AM
34	skip question	8/1/2018 12:58 PM
35	A bid bundle will allow the County to benefit from market competition from entities that focus on a particular product type. For example -- affordable housing developers are typically non-profit and have an expertise in the design and financing of this product type. However, they may not be best suited for an office development. A bundle may also enable developers to partner.	8/1/2018 9:00 AM
36	Depends on several factors.	8/1/2018 7:01 AM
37	It depends on project size, complexity and scope. Bid Bundles are effective for specific project types, but I feel standalone design-bid-build projects are best for the taxpayers and distribution of work spread across multiple companies in the community.	8/1/2018 6:44 AM
38	Sometimes it makes sense to do that with the state of the economy, the schedule, and the availability of skilled builders	7/31/2018 7:00 PM
39	Smaller bundles allow participation by smaller firms. We have worked on projects up to \$200 million but find it easier to be reviewed for projects of a smaller size, in the \$15-\$20 Million range and smaller.	7/31/2018 5:09 PM
40	Small company so not able to bid on a bundle.	7/31/2018 4:57 PM

Q15 What types of development projects would be included in your ideal bid bundle? (Check all that apply)

Answered: 57 Skipped: 14



ANSWER CHOICES	RESPONSES
No bundle, prefer to bid on everything	21.05% 12
Government office space (including Board Chambers)	54.39% 31
Laboratory spaces (Morgue, Public Health Lab, or combined facility)	47.37% 27
Emergency Operations facility	42.11% 24
Replacement of the current Hall of Justice (Court rooms, and office space for District Attorney, Public Defender, offices for the Courts, and potentially private attorney office space)	47.37% 27
Housing at one or multiple sites	42.11% 24
Commercial/retail	45.61% 26
Other (please specify)	35.09% 20
Total Respondents: 57	

#	OTHER (PLEASE SPECIFY)	DATE
1	Per our response above, we have the ability to help you analyse the scenarios for bundling all these type of projects : capex, operation and maintenance, shared services and develop the KPIs for the payment mechanism if performance based contract	9/12/2018 1:26 PM

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2	Our development arm would be open to bidding on a bundled mix of civic and private development. We might also be open to bidding on separate private development projects on a case by case basis; eg. housing, commercial, labs (and we have significant experience in these areas). Likewise our design (architects/ interiors/ planning/ landscape) and construction groups might be interested in some of the separate elements.	8/21/2018 12:53 PM
3	Medical Facilities; Sports and Recreation Facilities;	8/21/2018 12:51 PM
4	No preference	8/21/2018 11:29 AM
5	Preferred bundle is government office space, laboratories, Emergency Operation facility, Hall of Justice etc. (including incidental retail / commercial only), the "government-buildings". The major housing, retail and commercial scope could be the subject of a separate bundle or be developed separately (reasons are articulated in the answer to question 16).	8/21/2018 9:30 AM
6	Master Planning	8/20/2018 3:35 PM
7	Please refer to our answer to question 14.	8/20/2018 3:09 PM
8	Senior Housing, Hospitality	8/20/2018 3:03 PM
9	If there are multiple sites, then a site-specific bundle with multiple project typologies could be an option.	8/20/2018 2:53 PM
10	As previously stated, we believe the County/City will receive best value by having two bid bundles—one for the governmental uses, and one for the private uses. Please refer to the answers for questions #14 and #16 for additional details.	8/20/2018 10:27 AM
11	Maintenance	8/17/2018 1:28 PM
12	bundle the housing with commercial and retail; ergo mix-usage	8/17/2018 9:13 AM
13	We would bid on any project type bundle	8/17/2018 8:00 AM
14	Please see our answer to 16 below.	8/17/2018 5:18 AM
15	We would participate in any and all site development projects.	8/14/2018 11:08 AM
16	Educational, public/civic, or open spaces	8/5/2018 8:55 AM
17	Police departments, Libraries, Fire Stations, DPW yards and maintenance facilities, etc.	8/3/2018 1:23 PM
18	None	8/1/2018 9:08 AM
19	Parking structure	7/31/2018 5:09 PM
20	Telecommunications infrastructure	7/31/2018 4:57 PM

Q16 Please explain why the above bid bundle is attractive.

Answered: 52 Skipped: 19

#	RESPONSES	DATE
1	Our risk model is built around delivering high quality buildings to our clients. We are very good at that. We're used to the lag in cash flow, dealing with the subcontractors required to build a building, along with working with the users and design professionals to achieve success. This is our core business. All other combined bundles require all parties to work within and outside their core business exposing them to risk they would not otherwise be exposed to.	11/12/2018 3:32 PM
2	Bundling projects can deliver significant cost and operational efficiencies These efficiencies can reduce the overall lifecycle costs of the facilities.	9/12/2018 1:26 PM
3	We might pair up as required with other firms to make the best team, but the value of a multi-disciplinary practice is one that is involved with all elements of the project across the board. We plan, develop, design, and build turnkey projects, often those which are complex and time sensitive – so we are most interested in opportunities that allow us to utilize our integrated approach.	8/21/2018 12:53 PM
4	It matches our market sector expertise.	8/21/2018 12:51 PM
5	Bundling offers many benefits to the project owner and developer. Combining smaller projects into a larger bid package creates an economy of scale and offers design cohesion. Bundling eliminates individual transaction costs and allows for a streamlined construction process. Integrating revenue generating and non-revenue generating facilities into the same bundle allows the owner to procure a more diverse project set.	8/21/2018 11:29 AM
6	Prefer individual offerings.	8/21/2018 10:43 AM

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7	<p>The described bundle is attractive because it packages a large project that will be attractive to developers and builders to deliver. The market will compete fiercely for such a valuable contract (likely construction value of approximately \$700m) which predisposes the County / City to achieving an outstanding value for money result. The scale of the project will also enable substantive opportunities to build the local economy, require and achieve better than average results for MBE / WBE / SMB etc. objectives. Incidental retail / commercial opportunities to enhance the County / City scope, for example coffee shop, food outlets, and potentially embedded commercial office space to allow for swing space for City or County use in the future may enhance the government-buildings bundle. PFAL suggests that surplus land to be used for housing and major commercial / retail uses is not included in the government-buildings bundle. Our suggestion is based on the notion that land for these complementary uses is likely to only become available once the bundled Project scope has been delivered and occupied. Allowing for design, construction, occupation and demolition it is unlikely most of the sites would become available for further development sooner than 48 months from Project award. Most developers will have a hard time offering good value for development land they cannot access for 48 months. The City and County are likely to realize much superior economic gain by dealing with surplus land, housing and commercial / retail by running a separate process from the government-buildings process. This could include a simple sale process, subject to conditions and with or without incentives such as local tax-free periods. Alternatively, the City and County may wish to consider establishing some form of development corporation and running a competitive process to collaborate with a developer and then sharing in development profits, thus potentially realizing enhanced economic value from the surplus land. Key success factors include: The success of such an approach will depend on reaching a conclusion about who procures the Project. Options include: a. County leads and the City participates b. The City Leads and the County participates c. Joint procurement, either with both parties ultimately contracting or by setting up some form of joint powers authority. The key issue for success is to select the counterparty that has the clearest and least risky political process as well as presenting the market with the most highly rated credit counterparty or, at a minimum, a counterparty with a realistic credit profile to backstop the Project. 1. Affordability. Knowing how much each of the County and the City can afford to pay and at what time cash will be available to make payments. 2. Presenting the market with a credible and realistic procurement and delivery schedule and once public ensuring every effort is expended to maintain schedule. 3. Demonstrating to the market that the County and City have secured best in class technical, procurement, financial and legal advisors, who have a track record of delivering successfully closed transactions and are well regarded by the industry. 4. Ensuring that the County and City program requirements and technical specifications are clear and stable (no material changes mid competition). 5. Ensuring that the site choice is settled prior to commencement of the procurement. 6. Preparing the site by securing appropriate zoning and CEQA requirements.</p>	8/21/2018 9:30 AM
8	Project can be phased and broken up into separate design build packages for diversity of sub consultants	8/20/2018 4:50 PM
9	Will promote more competition among developers that specialize in certain typologies and in turn will promote more creative responses and development solutions.	8/20/2018 3:35 PM
10	It is more specific to a government entity. Government has unique needs in it's facilities.	8/20/2018 3:15 PM
11	Please refer to our answer to question 14.	8/20/2018 3:09 PM
12	Different investment interests from various capital partners.	8/20/2018 3:03 PM
13	Not applicable. We feel that a master developer should create the overall land plan and specialized buildings can be developed by specialized groups as needed.	8/20/2018 2:55 PM
14	A site specific bundle would allow for one firm to design both horizontal and vertical development, which would reduce client-side management and coordination.	8/20/2018 2:53 PM
15	All of the above categories could be bundled under the appropriate master developer. The civic facilities could be delivered under a single performance contract (e.g. DB, DBOM, DBFOM) with or without additional commercial market risk from office or housing development. The housing and office opportunities could also be procured in bundles (e.g. housing bundle, office bundle) or be let separately. Timing / phasing of the overall development process must be considered to ensure the City and County are capturing value (e.g. created by the public development, market cycles).	8/20/2018 1:47 PM
16	N/A	8/20/2018 12:47 PM
17	We have varied experience and would want to be considered for all of them	8/20/2018 10:29 AM

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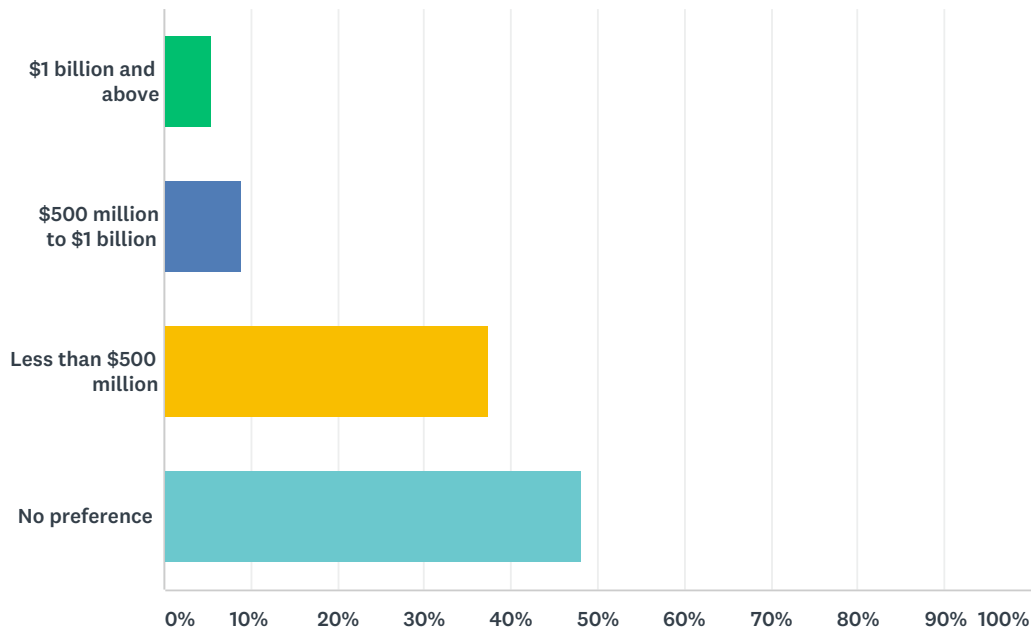
18	Public and private development projects each have their own unique features, including differing financing structures, tenant requirements, risk profiles, O&M profiles, and approach to assessing the highest and best use for a particular parcel. For example, we believe a commercial developer is in a better position to assess uses and provide higher land valuations for a property that is suited for mixed-use, housing, or retail development, than a public facility developer. Not many companies are both public and private/commercial developers, so by separating the bid bundles into (1) public buildings/infrastructure and (2) private development (housing, commercial, retail), the County/City will be able to solicit RFQ/RFP responses from companies best suited for that type of work/delivery method. As an example, residential, office, hotel, and retail uses include a different set of stakeholders/users, investors, approvals, and potentially different designers, developers, builders, and operators. By adding one of those components to a public civic/government project, an Owner could find itself losing the interest of great developers for public buildings, resulting in the selection of a partner that can deliver all the desired private uses but is not an expert in developing a government/civic building.	8/20/2018 10:27 AM
19	There is clearly a strong need for additional housing in the area, however the risk profile and type of developer for housing is very different from that of a PPP developer. Based on a recent site visit, we would prefer to relocate the Hall of Justice closer to the new Sherriff's office and the detention center and move all other functions off the County site to be co-located with the City of Santa Rosa or another downtown site that is available. We would then partner with the County to Master Plan the housing development, demolish the existing building buildings, consolidate site services, then sell development parcels to housing developers, and share the proceeds. This would allow the County to advance its affordable housing goals instead of redevelopment to highest and best use. This would also facilitate efficient permitting and entitlement.	8/20/2018 6:42 AM
20	Atwater has specific experience with P3 delivery for municipal buildings. Atwater also delivers "net zero energy positive" buildings or buildings that generate more energy than they consume.	8/20/2018 5:05 AM
21	We would prefer to bid on medium to smaller sized projects	8/17/2018 4:24 PM
22	N/A	8/17/2018 1:28 PM
23	These project typologies reflect the multi-disciplinary design expertise Gensler brings to this body of work. We will be able to leverage talent from our office and greater region to support Sonoma County/City of Santa Rosa and elevate the level of design of your projects.	8/17/2018 11:39 AM
24	It would closely follow along an already proposed development with proper financials calculated. It would also work well with an eventual development of the Chanate campus.	8/17/2018 10:55 AM
25	It depends on timing and the requirements of financing. Tax- Exempt Financing, Taxable financing and equity all have widely disparate rates and requirements. Bundling needs to be based on development and cost factors.	8/17/2018 10:07 AM
26	Personal expertise in courthouse construction	8/17/2018 9:50 AM
27	Easier to develop	8/17/2018 9:13 AM
28	We are a well rounded GC and would bid on most large scale bundles	8/17/2018 8:00 AM
29	Level 10 Construction is the #1 builder of commercial space in California (2018 ENR California rankings)	8/17/2018 7:27 AM
30	We have experience in each building type and would prepare a master plan for the site and able to stage construction in the most economical manner.	8/17/2018 6:51 AM
31	Further to the response provided to question 14 and 15, our preference would be to bundle space types that are related and preferably collocated on the same site (not across multiple sites) such that an attractive project size can be achieved (i.e. ~\$200-500 million). Ideally, this bundle would be funded independently of any offsite or unrelated real-estate transaction and the payment approach would be on an availability basis and not require the private sector to take on revenue risk (i.e. market rents, etc.).	8/17/2018 5:18 AM
32	As stated in the response to Q14, while value can be driven to likened building type developments without question, the greater value typically can be driven with respect to location. To gain an overall schedule and construction value scenario, we have found that many site and shell elements can be similar, so control of an entire footprint permits efficient space and construction planning. This approach also unifies an aesthetical and unified/consistent approach – driving likened structures themes and identities. Further the “linkage” between spaces with common areas can deliver wonderful spaces that welcome the public – or secure portions of the site more economically.	8/17/2018 3:31 AM

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33	Please see my earlier explanation.	8/16/2018 8:57 PM
34	It can create common area retail in an office environment.	8/16/2018 6:01 PM
35	Master planning efficiency and economies of scale	8/15/2018 3:16 PM
36	We have experience in all sectors. Some bundling can create efficiencies due to site infrastructure, etc. If you do unbundle, you might consider separating the housing from the commercial.	8/15/2018 12:38 PM
37	The bundle approach allows the county to provide direct programming and comprehensive backgrounds on each bundle that may assist in a defined scope and approach.	8/14/2018 11:08 AM
38	Our firm does focuses on public needs. The housing, commercial and retail are more local/regional needs.	8/13/2018 2:16 PM
39	Bid Bundles are not attractive.	8/9/2018 10:17 AM
40	Most Developers have built efficiency in specializing in product type	8/8/2018 8:27 PM
41	It can provide an efficiency to the design, documentation and construction of the project elements when associated with a similar organization of clients, stakeholders, developers, builders/contractors	8/7/2018 1:39 PM
42	The above bid bundle is attractive to us because of the program mix we would bring particular expertise in and value to the City of Santa Rosa and County of Sonoma.	8/5/2018 8:55 AM
43	I am not familiar with this concept, but presumably it allows a firm such as ours to pursue a scope and type of work in alignment with our capabilities and interests.	8/3/2018 1:53 PM
44	We have experience in these types of projects and can work with the City and County to meet or exceed expectations.	8/3/2018 1:23 PM
45	Most relevant experience of our firm.	8/2/2018 10:09 AM
46	I chose to stop the survey here, because it doesn't really apply to SCP.	8/1/2018 12:58 PM
47	It focuses on a group of product types that easily attract Capital.	8/1/2018 9:00 AM
48	It is hard to vote for the bundle without knowing more about the scope.	8/1/2018 6:44 AM
49	It fits the type of work that we currently do.	8/1/2018 5:59 AM
50	Because Fentress Architects has a very large portfolio in each of those boxes checked	7/31/2018 7:00 PM
51	Smaller pieces allow competitive bids from smaller firms, capable of performing at a higher level with Principal involvement.	7/31/2018 5:09 PM
52	Specialized sector	7/31/2018 4:57 PM

Q17 What development size and associated financing is most attractive to your firm and why? Please explain your preference below.

Answered: 56 Skipped: 15



ANSWER CHOICES	RESPONSES
\$1 billion and above	5.36% 3
\$500 million to \$1 billion	8.93% 5
Less than \$500 million	37.50% 21
No preference	48.21% 27
TOTAL	56

#	PLEASE EXPLAIN YOUR PREFERENCE.	DATE
1	Our target for these type of projects is around \$100m. To provide more financing, we would be partnering with a financial company. For larger scale projects/bundles, we would JV with a larger contractor	11/12/2018 3:32 PM
2	The development size and financing will attract different players with different risk appetites. Overall, we feel that it is important to size the project to meet the needs of the County.	9/12/2018 1:26 PM
3	Obviously the larger the project the more interested we become (within limits, based on our capacity to bond the project if we are constructing it); but "less than \$500 million" can still be a fairly large number, so we would have to evaluate on a case by case basis. The best opportunities involve balancing the scale of a potential project with the ability to finance and bond. It may be worth splitting up the project into smaller pieces, gradually phased if there are limits in that regard.	8/21/2018 12:53 PM
4	We have an expertise in super-large projects.	8/21/2018 12:51 PM
5	As an owner's advisor and design and engineering firm, WSP does not hold an equity position on development projects.	8/21/2018 11:29 AM

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6	No Preference for Development size. Any of the various development sizes will attract vigorous competition from very well qualified firms. So far as financing is concerned whether the Project is financed in the municipal, tax exempt or taxable debt markets (equity, taxable, tax exempt, or bank debt) there will be multiple competitive sources of finance available even into the plus one billion range. The Project may be structured in one of multiple options available to the City and County. For example: a. Alternative procurement / P3 DBFM. Taxable debt likely with a 10% equity 90% debt mix. The County / City would pay a fixed "availability fee" monthly for 30 years covering debt service, equity return, facility maintenance and lifecycle costs. b. Tax exempt P3 – in which a developer designs and builds a "build to suit" facility through a nonprofit entity (63:20 or 501 (c)) and issues 100% tax exempt debt to finance the capital cost. The County / City would pay a lease fee to enable the nonprofit to service the debt. Can include a separate payment to service a maintenance contract of the building facility. For example, subordinate debt held by developer or operator. c. County / City designs a new facility and secures a builder to construct the new facility. The County / City issues tax exempt debt to finance the new facility and pays for the facility maintenance and lifecycle costs from County / City operating budgets. Each option (and other variations) has their pros and cons and differ in risk profile, value propositions and assurance of outcomes. PFAL recommends that the City conduct analysis to objectively examine how well each of these various options may meet (or not) the County and City goals and guiding principles for the Project. PFAL is experienced in this kind of analysis and would be delighted to provide assistance with the flexibility to tailor our services to meet your budget needs and decision-making process.	8/21/2018 9:30 AM
7	No preference. As part of the financial structuring process, KPMG can assist the County and City in assessing a variety of capital structures that could help deliver the project, as well as identify potential funding sources, including private debt and equity funds, federal credit programs, as well as revenue-supported credit facilities. KPMG is familiar with both State and federal funding and financing programs. There are multiple public funding and finance strategies which can be considered depending on the project being considered. These may involve long-standing tools, such as: state infrastructure revolving fund programs at the California Infrastructure Bank; landscape and lighting districts; dedicated sales tax funding; enterprise revenues; special/assessment districts (which may fund services in certain situations); and infrastructure financing districts. More recently-enacted tools to consider would include enhanced infrastructure financing districts, which were advanced as a potential solution to local agencies' loss of statutory authority in California for historic redevelopment agencies. Developer interest will exist across the range of development sizes, and we can assist the County and City in analyzing which financing/funding package delivers an appropriate risk-adjusted cost of capital.	8/20/2018 3:09 PM
8	Our company focuses on large, master planned communities. To the extent that this project matches that description we would be interested in the project, regardless of the overall price tag.	8/20/2018 2:55 PM
9	As an architecture and design consulting firm, we do not actively finance projects.	8/20/2018 2:53 PM
10	We are not developers. Arup has successfully advised governments on projects with performance contracts ranging from \$80m to \$1B+	8/20/2018 1:47 PM
11	Edgemoor has experience developing projects that range from \$25 million to over \$1 billion—we are comfortable with all project sizes. However, we believe bundling all the government assets is the most efficient approach. This approach meets the County/City needs via a single procurement vs. multiple and will save the County/City the resources, time, and cost of multiple procurements, contract negotiations, coordinating multiple developers on site, etc.	8/20/2018 10:27 AM
12	As long as the opportunity is greater than \$100m	8/20/2018 6:42 AM
13	Capital size identified delivers optimum overall pricing and long term cost of occupancy for Atwater's clients	8/20/2018 5:05 AM
14	We are a small business	8/17/2018 1:28 PM
15	We a firm, we want to be able to support the County and the City in any way that is most beneficial and helpful to you. We have no particular preference to the size/associated financing.	8/17/2018 11:39 AM
16	As seen from the Chanate proposal, as projects get larger, the development hurdles increase. Furthermore, while a city such as San Francisco has the economic base to support a \$1 billion project, development in Santa Rosa is best kept in portions less than \$500 million.	8/17/2018 10:55 AM
17	Projects below \$20 to \$25 million are seldom cost effective in P3 structures. There is no upper size limit.	8/17/2018 10:07 AM
18	Suffolk's average project size is \$150M.	8/17/2018 8:00 AM

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19	We prefer jobs with longer durations as a strategy for retaining employees in this impacted construction market.	8/17/2018 7:27 AM
20	Ticket size is typically \$500M - \$10MM.	8/17/2018 7:17 AM
21	EllisDon Capital, a member of the EllisDon family of companies is a leading developer, operator and investor in P3 for public infrastructure projects. We have reached financial close on over 42 P3 projects to date and financed over \$15 Billion in capital value. Our vast experience includes projects that span all of the P3 delivery models (DBFOM, DBFM, DBF, BF) across a number of industry sectors. Although a number of these projects have a capital value over \$1 billion and we are comfortable delivering projects of that size, in our experience, projects in the \$200 - \$500 million range, tend to reach financial close more quickly, thereby saving costs associated with long and protracted timelines. Larger transactions often require the involvement of more parties, both on the delivery side as well as in relation to the lending group. This means in a situation where one is optimizing pricing, one is driven to the lowest common denominator due to the need to invite more parties into the transaction and meet their specific return hurdles. Equally, to the extent a DBFOM or DBFM P3 model is considered, we find that the model lends itself best also to projects that are over \$100 million due to the associated costs of procurement.	8/17/2018 5:18 AM
22	In consideration of many factors including securities and insurance, developments that touch the \$1 billion value marker are best financed in a manner that the lending industry views as "reasonable and sensible risk." Further, in assessing the county and city needs, this value appears to best capture the needs of the public first. The private retail and commercial elements can often be financed separately on other finance platforms. All too often, when combined in a manner that exceeds \$ 1 billion, or includes too much risk, the premiums applied often diminish the overall value proposition.	8/17/2018 3:31 AM
23	No preference. Our projects range in size from 10,000,000 –200,000,000 an individual building/project basis.	8/16/2018 8:57 PM
24	There are efficiencies with smaller financings	8/15/2018 3:16 PM
25	Prefer over \$50M. No limit on the upper bound.	8/15/2018 12:38 PM
26	When the project fee and bonding capacity is within a comfortable cost, the county will have the ability to have reputable local and regional contractors bid the work at a competitive rate. When the project fees are large they tend to attract the larger corporations who inherently charge more and take longer. Larger firms are also more inclined to submit claims and create lawsuits.	8/14/2018 11:08 AM
27	Our firm can handle any size need. We would likely pass on developments below \$75 to \$100 million as they would stress the fundamentals of our organization.	8/13/2018 2:16 PM
28	Risk in any one market	8/8/2018 8:27 PM
29	We have relevant experience in all the above noted cost models.	8/7/2018 1:39 PM
30	Based on the development projects listed above, we would anticipate these together to be in the range of \$500 million and above. We would be interested in aiding the City and County in developments of all scales, based on the program needs identified in the selected projects.	8/5/2018 8:55 AM
31	Even at \$500B, our design services firm would need to be teamed with other design firms.	8/3/2018 1:53 PM
32	This would be for construction cost. We monitor our revenues carefully to ensure we maintain equity and cash flow to remain financially strong.	8/3/2018 1:23 PM
33	Financing is obtainable at all levels with economically feasible underwriting.	8/1/2018 9:00 AM
34	It doesn't matter for Fentress Architects because we can staff any size and scale of project. The problem becomes on the builder's end on if they are able to bond a large amount when projects exceed \$500M	7/31/2018 7:00 PM
35	I do not know the anticipated size of the proposed projects, but if you plan on billion-dollar plus projects, count out all but perhaps 5 firms in the state of California.	7/31/2018 5:09 PM
36	Small company	7/31/2018 4:57 PM

Q18 Both the County and the City control real estate assets that could be utilized for private use and/or revenue as financial support. What are preferred options for utilizing real estate assets as described herein?

Answered: 50 Skipped: 21

#	RESPONSES	DATE
1	Ideally a consultant team would be hired to manage this as a program where each element would be placed into their own procurement process. The concept here is that each procurement group has strong players that do not cross over. If managed properly, you can gain the most out of each element while benefiting the two government agencies. For example, the independent elements would be residential, retail, and government buildings. The sites available would be master planned by the consultant team for best use/value. The consultant team would then procure residential developers from those whose strength is residential development, retail development from those whose strength is retail development and the same for government buildings. You would also procure overall financing the same way. The financial entity would then work with the revenue from both retail and residential while financing the remaining buildings. They would work with each selected bundled provider. Another option is to tie financing at each element level (residential, retail and government) creating 3 or more smaller PPPs. This aligns risk along the lines of those who are best positioned to take on that risk. By tying all projects under one PPP, the pool of providers and consortiums is limited to a very select few.	11/12/2018 3:32 PM
2	As a consultant, we would work with the County and the City to identify the best options that meet the project's objectives.	9/12/2018 1:26 PM
3	We are going to assume this question primarily relates to commercial development of surplus land once vacated by existing facilities as a way of helping finance the project overall. It would have to be examined on a case by case basis.	8/21/2018 12:53 PM
4	No preference, development with the highest yield to the County and City.	8/21/2018 12:51 PM
5	Cities in California, such as Long Beach, have used a Design, Build, Finance, Operate and Maintain (DBFOM) delivery model for government facilities such as city halls and courthouses. Other options include joint development, ground leases and air rights leases with private developers experienced in building the facilities sought by the County and City. This market sounding exercise will likely include developers that will express their preference for real estate assets that fit within their portfolio strategy. As an owner's advisor, we recommend that the City and County also consider: • How much public funding is available today? How much could potentially be financed? How much funding/financing will be available over the life of the asset? Are initial CAPEX costs or total lifecycle costs (CAPEX and OPEX) more important? • How critical is project duration (i.e.: date of completion)? How large are the anticipated savings/potential revenue increases derived from delivering the project sooner rather than later? • What is the level of technical complexity for this project? Do we have data available to predict Design and Construction and Maintenance costs? What is the potential for innovation? • What information is available to inform the assessment of project risks that could be assumed by the private sector (e.g. interface risk, code compliance, latent defects, inflation)? • Does the project have the attributes that facilitate private sector involvement (e.g. stability, predictability, continuity, acceptability)?	8/21/2018 11:29 AM
6	Our strong preference is to acquire the fee interest in properties.	8/21/2018 10:43 AM

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7	<p>Preferred options for utilizing real estate assets. PFAL recommends that the County / City carefully examine the best way to maximize use of any surplus land. We expect that meeting the housing and commercial retail objectives may be best achieved as a separate package from the municipal building procurement. We recognize that bundling surplus land has been done before (e.g. Long Beach Civic Center and Napa Civic Center) but there are lessons learned and potentially better ways to achieve the County / City objectives. This is because: a. The types of developer who take risk developing housing /commercial / retail is different from those who develop government building projects, their risk profile is very different. Bringing both into a consortium successfully if very difficult. b. The surplus land in question may not be available until after the new facilities are constructed meaning the value of the surplus land will be difficult to predict that far into the future, thus minimizing its present value. We recommend options analysis is undertaken to articulate available options and analyze each against how well they may meet the stated County / City objectives, with which we would be happy to assist.</p>	8/21/2018 9:30 AM
8	<p>Availability payments and tax exempt financing are preferable for certainty</p>	8/20/2018 4:50 PM
9	<p>Utilizing publically controlled real estate assets for the benefit of initial or long-term financial support has worked well for other public agencies in the past. There are voter perception issues to be managed but thoughtful public outreach campaigns that dispel the myths of and promote the public benefits of the overall development can and should help to quell opposition. County may also consider building/shelling excess office space to lease to private companies interested in being located adjacent to county services. The leasable space can serve as expansion space for the county in the future.</p>	8/20/2018 3:35 PM
10	<p>It depends on the real estate and it's ability for re-use.</p>	8/20/2018 3:15 PM
11	<p>There a number of potential options to consider, and KPMG's approach to real estate development is to begin with a market and feasibility analysis. This analysis focuses on supply and demand, and is enhanced by our understanding of public and private partnering approaches that can close market gaps and enable a project's realization. One core component of that analysis is an examination of potential revenues and private usability of real estate included within the project. We combine a number of analytic approaches, including site selection, location analysis, pro-forma development, and supply and demand studies, to identify the highest and best use of a unique parcel. This analysis will serve as a major contributor to the overall project scope, as it offers key critical information about which land parcels could best serve the City and County, versus being utilized by the private sector as a revenue contributor to the project financing. The highest and best use analysis is a critical component of project development, and we would look to assist the City and County in its development for this project.</p>	8/20/2018 3:09 PM
12	<p>Acquire at appraised market value for private mixed use development.</p>	8/20/2018 3:03 PM
13	<p>Provide interim income during planning and entitlements if possible and provide temporary space for displaced employees during construction.</p>	8/20/2018 2:55 PM
14	<p>We have observed a range of methods for leveraging the value of publicly owned property (including integration of public and private uses, outright land sales, long term ground leases, transfer of development rights, etc.) for public projects and P3. Sonoma County and the surrounding region have seen dramatic increases in land values over the past decade. Therefore, it is tempting to view publicly owned land as a singular solution to funding public sector projects. However, it is important to note that community expectations, environmental factors and changing market conditions can often impact the realizable value of publicly owned land. In some cases maximizing the financial return from a real property asset may result in compromises in delivering the public sector facilities that are part of the project and may have unintended community or environmental impacts. Alternatively, maximizing the public facilities and amenities (i.e. architectural quality, affordable housing, public open space, etc.) included with the P3 project may require compromising the potential financial return from public property. Therefore, it is recommended that the City and County (if not already doing so) engage experienced P3 and real estate advisers to fully assess the potential returns from the development of public land. The evaluation of the return on investment from the development of any public property should be determined in a comprehensive manner that includes the quantitative and qualitative costs and benefits from all financial, environmental and social factors. By taking this approach, the City and County will be able to ensure the project reflects the needs and desires of the community while also providing adequate opportunity for financial return for private development partners.</p>	8/20/2018 2:53 PM

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15	To answer this question effectively it will depend on: (1) results from (i) an economic benefit-cost analysis on project configurations (recommended); (ii) an in-depth highest and best use study (required); as well as City and County cashflows (e.g. project affordability in context with total fiscal revenue and expenses) and market timing (e.g. the tax revenue potential of the various product types), among other factors. In general ground leases or fee simple transactions are feasible. Lease options will depend on the capacity and sophistication of the City and County--simple ground leases will not typically generate sufficient cash flow for supporting major capital projects like this.	8/20/2018 1:47 PM
16	P3, Lease-LeaseBack	8/20/2018 12:47 PM
17	As part of our engagement process, we suggest sitting down with the County and City to further discuss their goals and objectives for this project before going down the path of utilizing County and/or City-owned real estate assets. At this point, we need to further understand any existing funding constraints, budget gaps, and the purpose of including publicly-owned land in the transaction. For example, are the potential proposed sites "surplus" and would be sold off, or does the County/City think they may want to get the property back in the future and therefore a ground lease is more appropriate? Further, what level of control is required regarding redevelopment (i.e., a ground lease would provide greater input into future land uses)?	8/20/2018 10:27 AM
18	Select the most appropriate sites for government use first. Ideally, the remaining sites would be rezoned for highest and best use and separately monetized to help offset the cost of the new government facilities. Site values are typically discounted when included in a bundle with core government developments. If there is a strong political requirement to develop one or more of the sites for housing, maximum value will be realized through a master development arrangement where the private partner works collaboratively to masterplan and entitle the site for housing and then sell to housing developers. It will be important for the County to strike a balance early between social and economic objectives. Any income restricted housing elements should be identified early including income levels required (e.g. Low, Very Low, Moderate) Also any desire for mixed income vs. sub-dividing the parcels to allow different products and different income levels, as mix-income product will yield a different land value that the traditional sub-division approach due to higher construction and operating costs.	8/20/2018 6:42 AM
19	Atwater utilizes both lease leaseback and/or sale lease back models sometimes with 63-20 corporation as lessee.	8/20/2018 5:05 AM
20	Community	8/17/2018 1:28 PM
21	We have partnered with public entities to redevelop their existing assets into dynamic, mixed-use projects that generate tourism, economy, tax revenue, and other community benefits. The programmatic mix these developments include commercial Class-A, residential (market rate and affordable housing), retail, food & beverage, not-for-profit, community space, and green public space. As a design firm, we do not have a preferred programmatic option, but believe we can collaborate with stakeholders to develop a mix that is reflective of the values, needs, and experiences of the surrounding community.	8/17/2018 11:39 AM
22	The best and simplest utilization is fee simple sales of real estate for development. Again, as seen with the Chanate proposal, public-private partnerships add another layer of intricacy in an already steeply uphill development process in the county. A sale-leaseback approach would be the most time efficient path for development of government offices, while development of housing and retail will be most attractive to builders as land sales for development.	8/17/2018 10:55 AM
23	Look to maximize the governments benefit from sale or lease of its "financial support" property. Often its value goes up after completion of adjacent public development. Seldom does the contribution or addition of a private development site into a public bundle maximize public benefit.	8/17/2018 10:07 AM
24	Built to suit as investment opportunities	8/17/2018 9:50 AM
25	Sale or long-term ground lease	8/17/2018 9:13 AM
26	Ground Lease	8/17/2018 8:00 AM
27	N/A	8/17/2018 7:17 AM
28	Private use is preferred to simplify proforma.	8/17/2018 6:51 AM

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29	Introducing real estate assets as a means to provide financial support for an unrelated project increases the complexity of the opportunity, will likely require a more diversified delivery team, and creates execution risk. Although this model has been applied successfully, our view is that it does not typically result in the most optimum outcome and often times introduces significant additional time into the procurement process. Furthermore, real estate and commercial retail investors have different risk/return profiles and investment horizons as compared to public infrastructure investors. Infrastructure developers and investors are reluctant to assume market and revenue risk related to real estate assets whereas real estate investors generally seek higher rates of return. Coupling real estate elements with core infrastructure in a potential P3 scope may reduce participation in the procurement and some proposers may opt out completely. Instead, we would suggest separate processes be implemented by the County and City to monetize real estate assets for the purposes of funding future developments. This approach should lead to greater competitiveness for each process (i.e. land disposal and new development) as it won't require teaming by parties with different business models.	8/17/2018 5:18 AM
30	Based upon the information provided, combining all government structures on one site would be preferable. The information provided which influences this preference includes typical leasing terms and conditions, combined services, stability of neighborhoods, and user identity and wayfinding. This approach also addresses the ability to finance these projects in a manner that the lending community can segregate properly from a risk basis. Further, this consolidation approach then opens a larger fabric to develop the other real estate land pieces that maximize the tax millage that can be generated, as well as create neighborhoods that can adapt to the growth and demands anticipated with the best and most useful developments. Overall this approach would likely deliver the highest revenue stream.	8/17/2018 3:31 AM
31	It is been our experience in prayer undertakings the public sector development is underwritten it all or in part by the revenues generated from private sector development. Obviously it depends on the product type mix, market except ability, timing of entry to the market, etc.	8/16/2018 8:57 PM
32	No preference	8/16/2018 6:01 PM
33	To support the municipal facilities, both in terms of area real estate activation and subsidy to the County and City	8/15/2018 3:16 PM
34	no preferred option.	8/15/2018 12:38 PM
35	Disposal of public property comes with its share of challenges and a lot of research to see that the original granting body does not have stipulated provisions over the property. This should be carried out through a planned approach with analysis on the cost of disposal versus long term lease contracts.	8/14/2018 11:08 AM
36	We're extremely creative in our use of all available sources for capital ideas.	8/13/2018 2:16 PM
37	Maintain public control and only lease out the land.	8/9/2018 10:17 AM
38	Very hard to say without more information	8/8/2018 8:27 PM
39	No preference	8/7/2018 1:39 PM
40	Veteran housing	8/6/2018 7:22 AM
41	One option we've utilized in other municipal and county development projects is generating revenue of real assets through rental opportunities to the public, business, and organization to hold events.	8/5/2018 8:55 AM
42	Don't know. This is outside our area of expertise.	8/3/2018 1:53 PM
43	Private/ Public Partnerships (P3) work well that are issued with the needs of the County and City listed as well as the real estate available for purchase to offset costs of the development for the County and City.	8/3/2018 1:23 PM
44	Too early to determine. Need a better understanding of market conditions and demand.	8/2/2018 2:15 PM
45	Acquisition and control of the asset through fee ownership or long-term ground lease.	8/1/2018 9:00 AM
46	Depends on the location.	8/1/2018 6:44 AM
47	A	8/1/2018 5:59 AM
48	No comment	7/31/2018 7:00 PM

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49	Difficult question to understand. Repurposing of existing assets depends on each proposed use and asset. We have successfully converted industrial spaces to office, schools to housing, etc. Possibilities are wide open.	7/31/2018 5:09 PM
50	Combined County/City government offices in one location. Utilize other properties for commercial and residential development.	7/31/2018 4:57 PM

Q19 Both the County and City control real estate assets that could be utilized for private use and/or revenue as financial support. What information would you need to evaluate the market potential of these real estate assets? Please explain.

Answered: 47 Skipped: 24

#	RESPONSES	DATE
1	We prefer not to be involved in time sensitive speculative development. We suggest that you do this analysis outside of this procurement so the city and county can get the best value for these properties and engage entities whose risk profile is built upon such use.	11/12/2018 3:32 PM
2	The answer to this question will be specific to each proposer. We suggest that the team you select include a firm with specific local real estate expertise. The procurement will help tease out the most value.	9/12/2018 1:26 PM
3	Normally a market study is conducted; you clearly have done one for the airport site which is relatively recent. Some of the information here can be extrapolated and may be relevant for the other sites but the information is time sensitive. Additional studies would likely be warranted. The city can help by funding/conducting such efforts but private developers normally will also do their own research and due diligence to confirm. Apart from market information, we would need more information about either what is allowed at each site and more detail about the government's plans for its own facilities (and options for disposing of land); also the timeline. If these have not yet been resolved, the government may want to do a planning study beforehand: exploring what it wants and what it will allow (at least in broad terms, subject to market considerations), undertaking public consultations/review, and approving in principle the key parameters, including how the project might be broken up into separate, smaller pieces for phasing and funding purposes - this would remove some uncertainty. The broader decision about whether or not to consolidate and if so, where...don't seem like something that a developer would want to entertain, and the financial considerations a developer might prioritize may run counter to the functional considerations the government is most concerned with (thus complicating the decision process). We have a group that does those kind of studies and would be glad to help; however, if we did provide some of this preliminary work, we would want to make sure it didn't eliminate us from future consideration for other portions of the project (aka the design and construction). Several members of our firm completed a plan for the Sonoma County CAC over ten years ago; they also have done planning studies for numerous civic centers and public facilities throughout California (Alameda, Napa, San Diego, Long Beach), so we are familiar with the issues.	8/21/2018 12:53 PM
4	We would typically bring on a real estate economic and market analysis consultant to assess potential options for maximizing economics.	8/21/2018 12:51 PM
5	To the extent that the development community has determined there is a market for their product (often, a combination of intuitive regional knowledge and a formal market analysis), a full development plan along with a development and operating proforma will show the residual land value the project can support. The City and/or County can then decide to sell to the developer, enter into a ground lease based on the value. Alternatively, the City and County could enter a joint development with a developer by using the residual and value to calculate their percentage ownership, comparing the residual and value to the overall value of the project.	8/21/2018 11:29 AM
6	General plan and zoning designations, permitted uses, development criteria (including existing/proposed utilities and access), property characteristics, an overview of the asset and the anticipated entitlement process.	8/21/2018 10:43 AM
7	What information is needed to evaluate the market potential of these real estate assets? a. At what time will the land be available to start construction? b. Lot sizes and locations. c. Full description of any encumbrances, incentives, policy or legal constraints to use. d. Will the sites be cleared or will demolition be required? e. Is there any environment contamination that requires remediation?	8/21/2018 9:30 AM
8	Not applicable for us as a builder	8/20/2018 4:50 PM

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9	An independent market study and valuation analysis report.	8/20/2018 3:35 PM
10	Market value and the opportunity to develop in a relatively short period of time.	8/20/2018 3:15 PM
11	As noted in #18, a market demand analysis can help to determine which real estate assets are best offered for private sector use. To conduct this analysis, we would seek the following information, noting that the City and County have already provided a significant amount of general property information such as land area, building area, and site improvement areas: → Subject Property Data o Cash flow information including rent roll, historical P&L statements and cash flow projections o Electronic financial information related to the property o Leases or lease abstracts o Verification ownership details to title, legal description, zoning, easements and overlays → Market Data o Market data publications that include vacancy, absorption, rental rates o Interviews with local market participants, remote or on-site collection of comparable transaction data o Physical attribute, location, rental and vacancy information for competitive properties o Recent additions to supply and projects under construction or in the permitting process o Discussions with local brokers regarding market transactions o Compilation of current offerings on the market → We would also look to conduct a site inspection which may also include conducting interviews with local land planners and building departments as well as inspection of competitive properties → As part of an evaluation of potential use types, we will work alongside the City and County to determine their mission, objectives, and uses for the project	8/20/2018 3:09 PM
12	All typical Due Diligence materials.	8/20/2018 3:03 PM
13	Size, year built, location, function (office, fleet, courthouse, etc.), parking, photographs.	8/20/2018 2:55 PM
14	In addition to general real estate market data (i.e. area recent sales data, current inventory across sectors, development pipeline data, current and future projected demographics, etc.) the following would contribute to the accuracy of any estimate of real estate market potential and help private partners assess project risks: environmental status of all properties; current zoning designation; status of any current planning studies; current regulations or assumptions for labor force; sub-surface utility conditions; any other site, area or community factors controlling buildable area and general constructability on any site.	8/20/2018 2:53 PM
15	Ideally we would have access to the outputs of both studies mentioned above (in #18): an economic benefit-cost analysis on project configurations and an in-depth highest and best use study. ALTA surveys and other site condition information is useful. We would also want to understand historic market cycles and take a look at what is in the development pipeline (e.g. entitlements, permits).	8/20/2018 1:47 PM
16	Asset Management Study	8/20/2018 12:47 PM
17	To best evaluate the market potential of any real estate assets which the County and City control, Edgemoor would want to assess the title reports for the property, comparable sales in the surrounding area, the master plan, zoning information, comparable market studies of the surrounding area, and demographic information on the County and City. Please note that while these are important primary factors, more information may be necessary to evaluate these assets.	8/20/2018 10:27 AM
18	Highest and Best Use studies of each site including an independent valuation of all parcels would be required to effectively facilitate an evaluation for private use. A willingness for the County to allow the sites to be valued post rezoning for highest and best use would also be necessary to minimize price discounting. Any restrictions such as prevailing wage requirements or use restrictions would also be important. Finally standard site due diligence information (environmental , soils conditions, etc.) will assist in the site valuation.	8/20/2018 6:42 AM
19	any site specific material, environmental plus geo tech specs would be helpful	8/20/2018 5:05 AM
20	Community	8/17/2018 1:28 PM
21	Analysis of market conditions can be done in partnership with a local developer who is familiar with the area.	8/17/2018 11:39 AM
22	See above. It is likely that separately marketing these sites will maximize the public benefit. The City or County should consider hiring a separate broker who is not working the broader deal to sell or lease these sites. A selected public development team may or may not bid. Comingling public and private sites in a bundle is to the private sector's benefit not the public sector's benefit.	8/17/2018 10:07 AM
23	Long-term Cost and profit sharing	8/17/2018 9:50 AM
24	County/City updated master facilities plan	8/17/2018 9:13 AM
25	Zoning Information, Entitlement Timelines, Permitting Fees	8/17/2018 8:00 AM

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26	N/A	8/17/2018 7:17 AM
27	SCB would team with a developer who would prepare a real estate market analysis of the land uses under consideration.	8/17/2018 6:51 AM
28	As discussed in our answer to question 18, we would strongly advise separating the monetization of real estate assets from the infrastructure transactions themselves. To the extent the transaction contemplated the use of real estate assets for private use and/or revenue as financial support, we would look to bring in a real estate partner who would be able to provide further clarity on the information needed to evaluate the market potential of these assets.	8/17/2018 5:18 AM
29	We would encourage a real estate analysis for each of the private sites. Included with this study, key parameters like FAR, zoning, rent tolerance, density capacity, development type, etc. need to be articulated. In addition, other due diligence materials such as environmental site assessments, history of the site, geotechnical information, property encumbrances, etc. need to be provided.	8/17/2018 3:31 AM
30	Initial first step would be a review of the master plan to understand product mix, density, etc. That would be fundamental to initiating any type of market analytics.	8/16/2018 8:57 PM
31	Site descriptions, zoning, goals of development	8/15/2018 3:16 PM
32	Project, property info. City/County requirements that will be imposed on the property (if any) that are different from how a non-publicly owned property will be viewed (or valued).	8/15/2018 12:38 PM
33	As stated in question 18. This is not a clear cut analysis and each parcel of land or asset may have its own "story" / governance as to the allowable use or disposal.	8/14/2018 11:08 AM
34	Again, we much prefer to focus on the Public sector needs and allow the private uses to go to those entities that specialize in those needs.	8/13/2018 2:16 PM
35	Current costs to maintain the sites.	8/9/2018 10:17 AM
36	Property type Condition Environmental status In place Infrastructure Opportunity Zone status ALTA Survey	8/8/2018 8:27 PM
37	As detailed, planning, economic analysis, entitlement process, program and proforma information as feasible	8/7/2018 1:39 PM
38	To adequately evaluate the market potential for these real estate assets for private use, we would need to understand the building and systems conditions, public and private need for use, economic development plans from the City and County, etc.	8/5/2018 8:55 AM
39	Don't know. This is outside our area of expertise.	8/3/2018 1:53 PM
40	Property information showing location, parcel boundaries and Phase 1 information for potential contaminations, soil types and underground storage tanks.	8/3/2018 1:23 PM
41	Comprehensive market study for commercial, housing and retail.	8/2/2018 2:15 PM
42	Acquisition Cost Hard Costs Soft Costs Operating expenses Leasing income Timing Market Information/demand analysis Infrastructure Improvements and cost Transportation and access Master Plan Concept Entitlement process - cost and timing	8/1/2018 9:00 AM
43	Addresses and Zoning.	8/1/2018 6:44 AM
44	A	8/1/2018 5:59 AM
45	No comment	7/31/2018 7:00 PM
46	We can conduct condition assessments of these assets and prepare preliminary layouts to market to developers. This can range from office to housing, etc.	7/31/2018 5:09 PM
47	Communication tower locations	7/31/2018 4:57 PM

Q20 What are the most significant factors that would contribute to your decision to submit a proposal?

Answered: 51 Skipped: 20

#	RESPONSES	DATE
1	What is included in each bundle along with the length of financing required. Clean and simple are more attractive then all-inclusive and complicated.	11/12/2018 3:32 PM
2	Mott MacDonald aims to help the County create the most competitive environment. The County can foster competition by providing the bidders with clear project definition, objectives, risk allocation and identify funding sources. The procurement itself needs to have a clearly defined process and selection criteria.	9/12/2018 1:26 PM
3	As mentioned above, would need to have a more concrete understanding of the government's needs, as well as how much commercial development might be allowed, over what timeline, etc. Also a better understanding of your intent in terms of delivery mechanism and financing.	8/21/2018 12:53 PM
4	The opportunity fits our strengths.	8/21/2018 12:51 PM
5	WSP is one of the largest professional services firms in the world, with an industry-leading management and technical consultancy for the property sector. WSP's property and buildings team is passionate about tackling the challenges of complex projects and providing leadership in sustainability and energy-efficient design. Government and institutional buildings are a signature component of WSP's portfolio of work, with numerous prominent examples throughout California. Continuing to contribute to this type of work in the Bay Area features prominently in the team's long-term growth strategy. Further, campus-style projects as proposed by the City of Santa Rosa and County of Sonoma, particularly capitalizes our team's technical and advisory strengths. As such, WSP would be very interested to serve either as the owner's advisor or become a part of a developer's team as this project moves toward the procurement phase. Our decision to participate in either capacity would only generally be influenced by the overall procurement process and project timing.	8/21/2018 11:29 AM
6	Anticipated pricing and time for entitlements.	8/21/2018 10:43 AM
7	In summary, legal authority to procure the project as planned, a well-planned procurement, with experienced advisors, a realistic time frame and clear information about what the County / City can afford and how the private sector can collaborate with the County/ City, will ensure a vigorous competition. See our answers the questions to 29 and 31 for further information.	8/21/2018 9:30 AM
8	Being teamed with a strong P3 Development partner along with a strong OM partner	8/20/2018 4:50 PM
9	Ability to team with a high quality developer. A transparent and fair procurement process. A healthy stipend that rewarded the team for its efforts once an RFP was	8/20/2018 3:35 PM
10	The ability to select on qualifications and the cost (extensive nature) of the proposal.	8/20/2018 3:15 PM
11	As noted in prior responses, KPMG LLP is a financial and commercial advisor, not a developer. We believe we are best suited to assist the County and City with the development of a tailored business case and feasibility study on the project, including an in-depth analysis on potential delivery models, financing structures and procurement alternatives. We are very interested to serve the County and City on this transformational project. Practical factors that will affect our decision to submit a proposal for financial and commercial advisory services to the County or City include: relevant scope of services, competitiveness of the procurement process, and reasonableness of commercial and contractual terms and conditions.	8/20/2018 3:09 PM
12	Breaking out into bid bundles.	8/20/2018 3:03 PM
13	We create mixed-use, master planned communities, so we would want to be involved as the master developer for the overall project, bringing on additional partners as needed. We would want to work with the city and county as a true partner, helping to guide and expedite the process. We would be less interested in a formal RFQ/RFP and more interested in helping the city and county as good neighbors and hopefully growing our assistance into a formal partnership.	8/20/2018 2:55 PM

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14	The flexibility to propose on specific projects that we feel are most in alignment with our expertise, and knowing that local vs global is not a significant concern during the procurement process.	8/20/2018 2:53 PM
15	As advisors, we are accustomed to municipal clients having a clear set of goals and project "ingredients" (e.g. property, data, political will) but being unsure how to structure one or more transactions to achieve their goals. Our expertise is helping municipal clients do just that: evaluating data, conditions, and processes, developing a business case in support of a procurement strategy, then executing the procurement and negotiations leading to a successful public-private partnership. Unlike developers, who are evaluating the opportunity cost of proposing and the investment it requires, we do not expect our clients to have it all figured out. Regarding a proposal for professional services, we are accustomed to competitive procurement processes for professional services. The sticking points on negotiating professional service contracts are typically limits of liability and indemnity, but these never prevent us from submitting proposals. Some clients start with a small advisor contract initially and then graduate to larger contracts as the project takes shape (e.g. in conjunction with project milestones).	8/20/2018 1:47 PM
16	Timing, Review Criteria, Project Delivery Methodology	8/20/2018 12:47 PM
17	Some significant factors that would contribute to our decision to submit a proposal include (but are not limited to): • Proper staffing from the County and City (including dedicated internal members as well as outside advisors to manage procurement) • Clear key political supporter(s) of the project • County/City's approach to bundle the project for procurement (please refer to our answers to questions #14 and #16) • County/City's plan to utilize real estate assets (whether for actual use or as part of the transaction/financing) • How prescriptive the RFP is vs. providing the private sector with flexibility to be creative • Proposed mix and risk allocation of public and private sector asset development Please see our response to question #31 for additional information.	8/20/2018 10:27 AM
18	The County and City retaining quality advisors experienced with alternative finance and delivery models, and a demonstrated commitment of County and City political leadership are important factors. The size of the opportunity and proposed risk allocation are also important in assessing the decision to pursue.	8/20/2018 6:42 AM
19	1- the political will of sponsor (County), 2- timing of development, 3-decision making process of the County, 4- overall risk reward transfer specifics	8/20/2018 5:05 AM
20	we would be interested in the most straight forward type projects that could be completed in 1-5 years and would benefit the community as directly as possible. housing, park and rec etc.	8/17/2018 4:24 PM
21	Financing projects	8/17/2018 1:28 PM
22	We are pleased and excited about the opportunity submit a proposal and do not foresee factors or concerns that would impact this decision.	8/17/2018 11:39 AM
23	Is the project properly structured to create desecrate projects. That make sense both publicly and privately. Ideally each project should have a cost between \$50 million and \$300 million. Don't bundle projects that require sequential completion. This advice is more to the City and County's benefit than a condition of our bidding.	8/17/2018 10:07 AM
24	Sound feasibility study with high commitment from county leadership to value partnership	8/17/2018 9:50 AM
25	When private/commercial market starts to weaken.	8/17/2018 9:13 AM
26	Amount and Quality of Competition	8/17/2018 8:00 AM
27	Experienced team availability, project approach (early involvement yields optimal outcomes), project budget (our average project size is \$80M; however, we've managed projects up to \$700M in size)	8/17/2018 7:27 AM
28	Personal property, reasonable term.	8/17/2018 7:17 AM
29	Finding the right developer to team with on this project.	8/17/2018 6:51 AM

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30	There are many factors that contribute our decision-making, some of these include: 1. Execution Certainty. This includes the level of authority and commitment by the project sponsor to award a project once a proposal process has been initiated. These processes are lengthy and resource-intensive (i.e. people, money). We would want to know that the appropriate approvals are in place for funding and there is a strong business case supporting the opportunity. 2. Advisory Team and Project Documents. We would evaluate the strength of the project sponsor's advisory team (e.g. procurement, legal, financial, technical, etc.) and their experience with well-proven, market-standard risk allocation. There are several jurisdictions which have successfully implemented P3s and to the extent possible, the advisors and template documents (e.g. RFQ, RFP, Project Agreement) from these jurisdictions should be leveraged. 3. Fairness and Transparency. We will want to know that the project sponsor's is committed to running a fair process, with an independent and appropriately qualified fairness advisor who will oversee the process and evaluation. We will also look to the project sponsor to clearly articulate the evaluation methodology (i.e. how we win) for all competitors, so we understand how to structure our team and focus our efforts for the best chance of success. 4. Nature of the Deal and Asset Class. This involves an evaluation of the overall risk profile of the opportunity and if it fits our corporate appetite along with an assessment of our expertise and ability to be successful.	8/17/2018 5:18 AM
31	Land and real estate value, along with the ability to secure the land on a "fee simple" basis. While land leases are acceptable, the preference would likely be the ability to develop the land unencumbered and to meet the market demands, rather than an overall defined and regimeted definition of the development type and other limitations.	8/17/2018 3:31 AM
32	Fungibility of the overall project and demonstrable political will.	8/16/2018 8:57 PM
33	If Architectual services are prime and no local preference.	8/16/2018 6:01 PM
34	Transparent procurement process with stipend and proven advisory team	8/15/2018 3:16 PM
35	It is important the it is a real and financially viable project. Project sizes over \$50M are strongly preferred.	8/15/2018 12:38 PM
36	We would want to be educated about the project, know who the decision makers are at the City / County. We would like to attend workshops or meetings to see that we are the experts and can provide a service that would be unmatched. The preparation of proposals are costly and time consuming, we want to ensure we have a viable chance to win and perform. That comes with confidence, education on the project, and comfort with the City / County staff who will be managing the project.	8/14/2018 11:08 AM
37	Essential Public needs. Given those needs, we're very innovative in our use of public bonds as a methodology in meeting those needs.	8/13/2018 2:16 PM
38	Accountability and transparency of a public process.	8/9/2018 10:17 AM
39	Entitlement path risk Potential uses Infrastructure capacity Time to construction start Land basis and structure	8/8/2018 8:27 PM
40	The quality, thoughtfulness and level of detail in the RFP. Clearly stated aspirations and goals for the project(s). Clearly identified program expectations, a well conceived, milestone schedule that describes the organizational strategies, aspects of the solicitation, from concept, through entitlements ultimately to completion, allows for realistic time frames for review, comments and responses to develop the proposal(s)	8/7/2018 1:39 PM
41	A clear understanding on the funding structure and timeframe for the development projects, project delivery methods preferred by the City and County, as well as criteria for vetting the developer/builder/design teams.	8/5/2018 8:55 AM
42	The opportunity to contribute to our community, and our ability to team with a development team that shares our values.	8/3/2018 1:53 PM
43	Size, timing of the project, collaborative owner representatives, contract structure and ability to add value. As a design-builder, we would like a project where we can collaborate with the project team ideally before there is any design work completed.	8/3/2018 1:23 PM
44	We need to know if the City and County are committed to the project and are conducting a fair and transparent selection process.	8/2/2018 2:15 PM
45	Design-Build Proposal with either developer led or not.	8/2/2018 10:09 AM
46	All are important - its a holistic process - everything must come together for a project to be successful	8/1/2018 9:00 AM

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47	Demand.	8/1/2018 6:44 AM
48	Size and Type of projects. Source of funding.	8/1/2018 5:59 AM
49	Competition, delivery method, budget	7/31/2018 7:00 PM
50	Whether the RFP appeared to offer a reasonable chance to be competitive. That is, are you seeking a host of services from a single entity, or a focused effort in each area.	7/31/2018 5:09 PM
51	Ability of public agency to work with a small company.	7/31/2018 4:57 PM

Q21 What financing structure do you prefer?

Answered: 47 Skipped: 24

#	RESPONSES	DATE
1	Either availability payments or payments based on lender financing terms.	11/12/2018 3:45 PM
2	As the project details are being refined, the procurement advisor should perform a Value for Money analysis to explore different delivery and financing structures. This will allow the County to compare across proposers. Such an analysis will also help the County in discussions with its stakeholders.	9/12/2018 1:26 PM
3	As a design professional we would team with a developer who will have this experience. We would yield to the opinion of our developer partner. Typically we are paid a fee for our service.	8/21/2018 12:58 PM
4	This question appears to be directed to financial firms, but there are multiple options for the financing and bid-bundling, and we would be looking at all of the options.	8/21/2018 12:54 PM
5	No preference. Every public entity should consider its ability to fund the project and its ability to utilize financing mechanisms to reduce the cost of the project overall. As advisors, we help owners identify the difference in cost of delivery between a private capital approach and a public approach. This assessment allows the public owner to quantify and analyze the costs and benefits of a variety of procurement models.	8/21/2018 11:31 AM
6	We typically secure our own financing.	8/21/2018 10:49 AM
7	We are neutral as to the financing solution. We advise that the County / City focus on structuring a transaction that minimizes overall project risk that best meets your objectives rather than focusing only on the cost of finance. PFAL is well-positioned to assist in performing this type of analysis.	8/21/2018 9:34 AM
8	Availability payment	8/20/2018 4:53 PM
9	N/A	8/20/2018 3:37 PM
10	Based upon our agreement with the city/county, bring equity and debt along with any city/county incentives.	8/20/2018 3:11 PM
11	As noted in Question 17, we would look to work with the County to analyze a number of different potential financing structures as part of the business case development for the project. Our analysis will evaluate the appropriate payment mechanisms, financing structure, and delivery alternative for the project.	8/20/2018 3:09 PM
12	We are not particular to any one financing structure, it depends more on the structuring objectives (e.g. "on balance sheet but off credit"), the experience of the City/County staff (are comfortable with Design-Build, are in the bond market frequently, CFO familiarity with project finance), and limitations like debt capacity.	8/20/2018 3:03 PM
13	Fee simple ownership of land, closing upon completion of entitlements. We would likely finance the planning, demolition, and infrastructure construction activities using our balance sheet, then pursue construction loans for vertical construction, along with equity.	8/20/2018 2:57 PM
14	As an architecture and design consulting firm, we do not actively finance projects. As such, we are open to any type: public, private or combination.	8/20/2018 2:53 PM
15	No preference	8/20/2018 12:49 PM

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16	While it is too early to choose a specific financing structure, we pride ourselves on creating solutions tailored to meet the specific objectives of our public-sector partners, rather than using a “one size fits all” approach. We need to further understand the County and City’s goals and objectives for the project to put forward the most appropriate solution. After better understanding these goals, our approach would begin with the broadest survey of potential financing solutions for each aspect of the Project—whether that means a single, comprehensive financing approach or tailored financial solutions based on the individual building type and requirements. We have executed P3 and turnkey delivery solutions under various financing structures. With an understanding of a wide range of project financing options—including taxable and tax-exempt bonds, bank financing, Transportation Infrastructure Finance and Innovation Act (TIFIA) Loans, Private Activity Bonds (PABs), Tax Increment Financing (TIF), Payment in Lieu of Taxes (PILOT), commercial real estate and institutional debt, equity investments, and various tax credit programs—we can analyze all potential options and implement the structure that best meets the County’s, City’s, and project’s needs.	8/20/2018 10:29 AM
17	Private financing with an Availability Payment mechanism would be preferred. We would be open to exploring tax-exempt financing structures that could be used in this type of structure.	8/20/2018 6:44 AM
18	lease lease back and/or sale leaseback utilizing 63-20 corporation as lessee	8/20/2018 5:11 AM
19	Phased payments upon completion of work or regular bi-weekly billing	8/17/2018 4:32 PM
20	Depends on what is available	8/17/2018 1:32 PM
21	N/A	8/17/2018 11:50 AM
22	We finance and privately deliver dominantly public facilities at a higher quality, lower cost and with a quicker timeline. We fully comply with prevailing wage and other public goals. Our financing is privately issued tax exempt financing at the same rates as municipal lease revenue bonds.	8/17/2018 10:31 AM
23	Public and private	8/17/2018 9:58 AM
24	No preference	8/17/2018 9:18 AM
25	GMP	8/17/2018 9:01 AM
26	Tax Exempt lease purchase subject to appropriation.	8/17/2018 7:28 AM
27	We are seeing more P3 financial structures and believe that might be a good solution for this project.	8/17/2018 6:57 AM
28	Our experience includes projects that span all of the P3 financing delivery models including DBFOM, DBFM, DBF and BF. From our experience, an availability based DBFOM or DBF P3 project with no or very limited revenue risk which can be project financed on a non-recourse basis is our preferred financing structure. Additionally, a DBFOM or DBFM model which requires long term financing allows whole of life pricing to be considered which brings competitiveness with efficient risk allocation between the public and private sectors. Experience shows that this principle can lead to significant savings and cost certainty for the public-sector in the procurement of a public infrastructure asset such as Sonoma/Santa Rosa government campus, ensuring best value to the taxpayer. Given the project structure and market conditions at the time, we would then evaluate the best options for financing the project. We have deep experience financing deals with both bank and bond debt also with varying tenors; short-term, medium and long-term tranches. We have very strong relationships with underwriters of both tax-exempt and taxable bonds.	8/17/2018 6:10 AM
29	From a land perspective for the private-use sites, and as stated in Q20, Fee Simple. From a public-use perspective, a defined and well-articulated repayment regime for those sites is more critical than the exact financing structure. To add one critical element, the appropriation of the repayment regime is an extremely important to securing long-range financing at reasonable rates. This can also be assisted by the used of state and federal tools to permit the private sector to secure loans for the public-use facilities at tax exempt rates.	8/17/2018 3:33 AM
30	We have undertaken public sector project delivery utilizing the American model, international model and hybrid debt equity structures.	8/16/2018 9:01 PM
31	Private	8/16/2018 6:04 PM
32	The project can likely get lower debt costs if the County or City issues tax exempt bonds but that moves more risk to the County and City. More risk will transfer to the developer if the project borrows taxable debt.	8/15/2018 3:33 PM
33	We are open to all structures, depending upon the needs of the needs of the ownership entity.	8/15/2018 2:31 PM

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34	Depends on the project, typically an escrow account with dual signature progress draws.	8/14/2018 11:14 AM
35	General Obligation Bonds. Certificates of Participation. Annual Appropriation Lease Payments.	8/13/2018 2:22 PM
36	No Sonoma County taxpayer public funds involved	8/9/2018 10:20 AM
37	Private Equity and conventional debt	8/8/2018 8:37 PM
38	No preference	8/7/2018 1:57 PM
39	We've worked with both municipal and county governments on various bond-funded capital and development projects. Our preference might lean more towards a project delivery method, such as design-build, where clients can have a better control on costs during an escalated construction market.	8/5/2018 10:02 AM
40	Don't know. This is outside our area of expertise.	8/3/2018 1:55 PM
41	We leave that to the developer.	8/3/2018 1:29 PM
42	No preference	8/2/2018 2:22 PM
43	P-3's are expensive to pursue - we typically do not pursue that line of work.	8/2/2018 10:11 AM
44	It depends on the product type and availability of capital. There is no preference, the financing must be tailored to the particular asset and relationship.	8/1/2018 9:15 AM
45	Cash	7/31/2018 7:07 PM
46	We prefer working directly with the public agencies, rather than developers or design/build entities. This has had generally better outcomes for the agencies.	7/31/2018 5:15 PM
47	Unknown	7/31/2018 4:58 PM

Q22 In your firm's experience what are the most significant contributing characteristics of successful local government development projects?

Answered: 49 Skipped: 22

#	RESPONSES	DATE
1	First is assembling a set of advisors who've successfully navigated through similar efforts. Second is to support your advisors with an internal team that can provide the necessary information and make timely decisions. To have a champion focused on this effort. Ensure that the products you issue are well thought out, fully developed, and outline a clear process that eliminates ambiguity and vagueness. To develop a selection process that can measure other added values to the City and County and not just awarded to the lowest cost responder. To enable your internal team and advisors to be available to those responding to the RFQ/P and throughout the entire process for the team(s) selected. Keeping the bundles aligned with private organization's risk profiles. For joint projects, the two entities must reach a unified vision, jointly achievable goals, and create a joint subcommittee, with a singly chair atop that committee, that acts on behalf of both entities and whose commitments and approvals bind both the City and County.	11/12/2018 3:45 PM
2	Political champions Stakeholder alignment Clearly defined objectives Dedicated internal team Experienced P3 advisors	9/12/2018 1:26 PM
3	Consensus of multiple civic stakeholders. A well thought out proforma for the project and adequate funding. A clear vision of the community's goals.	8/21/2018 12:58 PM
4	Stakeholder Satisfaction Levels, Staying on Budget, Sticking to Schedule. Success can always be defined in different ways (eg. functional, financial – for both government and client, timely, and also in terms of intangible factors such as aesthetics, placemaking, and public opinion). Our experience is that large scale planning – particularly for civic facilities and public land – is an exercise where more voices should be sought out; its not as simple as a commercial development project. Having said that, this can take time and continued delays will cause their own problems (and in some cases can threaten the viability of a project). Its always an issue of balance. One thing we would definitely say is that you need a variety of experts at the table – people who understand how government works, how different departments work together, and how technology is changing everything: both how/where people work and how services are delivered. You also need people who understand commercial and mixed use development, but not purely as a financial exercise. Civic projects last a long time and are an expression of local identity. You need people who understand planning and design for the public realm, including open space and transit connections.	8/21/2018 12:54 PM
5	WSP currently serves as the owner's advisor for the Henry J. Daly Building in Washington, D.C. In this role, we are assisting the owner in its efforts to procure a developer to design, build, finance, and maintain a police headquarters building that will also house other District/Federal agencies. From our firm's perspective on this project, the most significant contributor is having a project champion in the local government. Alternative delivery and development projects may require diverse approaches that deviate from past precedents within an agency as far as oversight, procurement, and design development – having a project champion to coordinate amongst internal stakeholders is key. The project champion should be empowered to make key project decisions in the fast-paced development environment.	8/21/2018 11:31 AM
6	Clear funding/financing. Ability to delegate responsibility for development to others. Separation of project from other goals that the City or County might have (i.e. housing, parking)	8/21/2018 11:14 AM
7	A vision based on current market conditions.	8/21/2018 10:49 AM

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8	<p>This Project is very large for both the County and the City. In our experience successful large projects exhibit the following: i. Establish clear legal authority to procure the project as planned. For example, the Long Beach Civic Center Project pursued special state legislation for their project to avoid/minimize any uncertainty or law suits. ii. Documented inter-agency agreements that establish the roles and responsibilities of each agency, if jointly pursued. iii. Establish a clear governance / leadership process that benefits from both political and executive campions that ideally can survive the political cycle. iv. Conduct extensive stakeholder engagement to ensure broad based support for the Project, including polling intelligence and unionized labor requests. Strong rationale for the project and its priority that is clearly articulated to the community. v. Use a two stage procurement process RFQ to select a shortlist of three (3) and then an RFP to solicit detailed proposals. vi. Establish a dedicated Project team and hire experienced advisors to supplement County / City internal resources. vii. Clarity about what the County / City can afford. viii. Realistic procurement timeline. ix. Clear selection and evaluation criteria (e.g. RFQ and RFP) to ensure bidders have the capacity and ability to deliver the project and also to avoid bidder disputes or challenges to the selection process.</p>	8/21/2018 9:34 AM
9	<p>Design Build scenario with a strong Developer partner and interactions with city and county stakeholders</p>	8/20/2018 4:53 PM
10	<p>1- Establish a strong overall Vision 2- Have realistic market expectations 3- Identify the Public Benefit 4- Understand the Financial arrangements 5- Commit to the schedule 6- Have a strategy for Community Engagement 7-Assign the right staff 8- Establish trust</p>	8/20/2018 3:37 PM
11	<p>Having the most qualified experienced team of architects, engineers, consultants, land planners...that has separated us from the competition ultimately winning and successfully completing world-class projects.</p>	8/20/2018 3:11 PM
12	<p>We will draw on our extensive transactional experience to assist the County and City in preparing a successful project. We believe the following steps are crucial in developing a successful deal structure: → Conduct Market/Stakeholder Outreach: One of the key components of project development is marketing the project with an industry forum or other market outreach efforts (such as this survey). Feedback from the private sector will be a critical factor in structuring the transaction as the City and County will want to generate interest from the bidding community. → Refine Project Scope: Feedback from the private sector will play a role when determining an effective project scope. In order to structure a marketable transaction, the City and County will need to identify a scope that balances the amount of project that is delivered with acceptable returns and perceived risks of private sector investors. We would work with the City and County to select a project size that meets the objectives of both sides of the transaction. → Identify Financing/Funding Options: As part of the structuring process, the City and County will want to assess a variety of capital structures that would help deliver the project and identify potential funding sources, including private debt and equity funds, federal credit programs, as well as revenue-supported credit facilities. → Develop Procurement Structure. A successful project delivery strategy should appropriately transfer risk to the private sector and protect the public interest, which would reduce costs, drive innovation, and accelerate the schedule. As noted, KPMG can assist the City and County in evaluating the appropriate payment mechanisms and financing structure for the delivery strategy. → Operational Efficiencies. Operational efficiencies afforded by collocation and program optimization can be an internal funding source that reduces the need for outside financing. KPMG can work with the City and County to drive those efficiencies, assuming the City and County are committed to using this development project to drive program improvements that benefit the efficiency and effectiveness with which services are delivered to the public. In Indianapolis, operational efficiencies and revenue opportunities drove \$3+ billion in cost savings/additional revenue over 35 years, paying for all development costs and allowing for a \$1+ billion savings margin for reinvestment.</p>	8/20/2018 3:09 PM
13	<p>- a well crafted, consistent, and simple message for why the project must be done, supported - clear project leadership (i.e., PD, PM, and core staff) - clear political mandate to do a project (i.e., political will) - a focus on supporting and managing the organizational change that comes with project's of this nature - being clear and upfront with the market about the transaction goals/objectives/outcomes</p>	8/20/2018 3:03 PM
14	<p>The relationship between the local government and the developer(s).</p>	8/20/2018 2:57 PM
15	<p>Successful projects optimize both the ability to ensure community standards are met while also providing adequate flexibility for a private developer to respond to changing market conditions. Successful projects also establish and clearly communicate boundaries that keep the project within the parameters of public support whilst not unnecessarily restraining the developer's ability to innovate and scale to market demand.</p>	8/20/2018 2:53 PM

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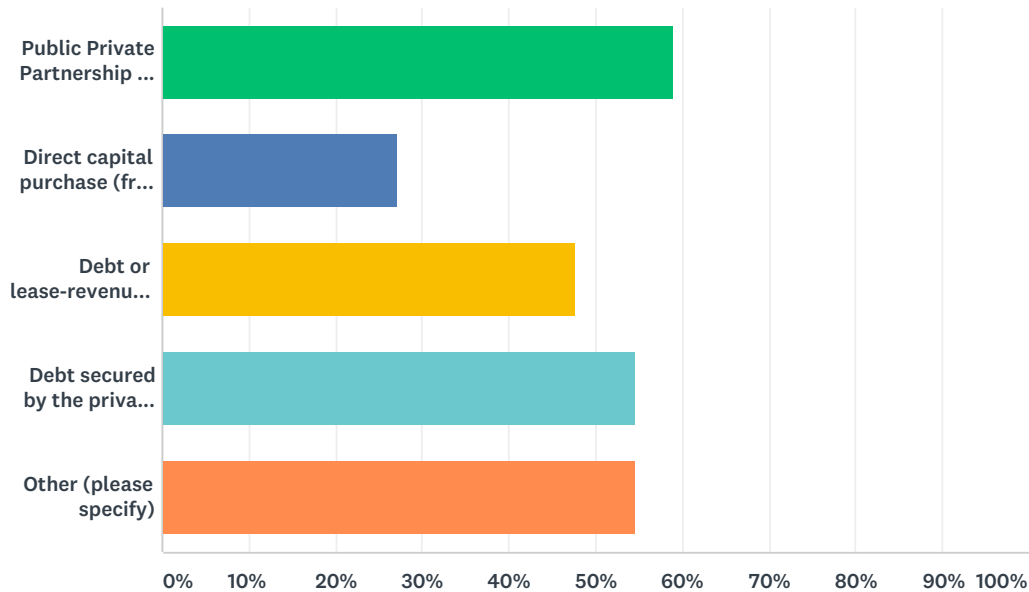
16	Pro-active Outreach campaign ensuring stakeholder buy in. Tying in infrastructure and transportation at the beginning	8/20/2018 12:49 PM
17	working in a team consisting of developers, contractors and other building professionals from the onset	8/20/2018 10:31 AM
18	Some of the most significant contributing characteristics of successful local government development projects include (but are not limited to): • Internal staff dedicated to the success of the project • Reliable outside advisors to manage procurement • Political support for the project • Community support for the project • Well-formed project goals and objectives • Ability to meet schedule milestones • Clear and consistent communication among the project team • Realistic expectations for a public sector project	8/20/2018 10:29 AM
19	Based on our experience the following characteristics contribute to successful local government projects: • Firm political commitment, including a Project Champion • Adequate resourcing by the public sector, including advisors with experience in successfully closing these types of transactions • Strong community outreach • Awareness and effective management of labor issues • Smooth and efficient entitlement and procurement processes	8/20/2018 6:44 AM
20	overall alignment of interests, appropriate risk transfer within P3 coupled with significant political will of County, et al	8/20/2018 5:11 AM
21	having a project manager that is experienced with construction and understands the process.	8/17/2018 4:32 PM
22	When they work closely with builders to assist them financially to complete the projects bid on	8/17/2018 1:32 PM
23	That the project is thoughtfully developed in partnership with stakeholders, and it applicable, key community members and other decision makers.	8/17/2018 11:50 AM
24	Each project should consist of a publicly funded Predevelopment phase with an "off-ramp" and then a privately funded (exempt) Development phase. This assures publicly acceptable quality and design standards and then allows private delivery efficiencies. The full development team (developer, architect and contractor) need to be selected before and participate in both phases.	8/17/2018 10:31 AM
25	Value-added to the services delivered. The buildings make delivery of services more effective, efficient, and customer-centric. They are iconic and enhancing its environment. They contribute to surrounding communities. They are on budget and on time. High level of transparency and accountability.	8/17/2018 9:58 AM
26	Streamlining the process	8/17/2018 9:01 AM
27	na	8/17/2018 7:28 AM
28	Understanding the financial obligations, market timing, strategic phasing and realistic program.	8/17/2018 6:57 AM
29	In our experience, strong or unanimous support by local government with funding approvals in place and a clear mandate to deliver the contemplated project by a specific date would be key success factors. With this clear mandate and funding, the local government team should enlist the support of highly experienced and qualified advisors (i.e. procurement, legal, financial, fairness) to facilitate the process.	8/17/2018 6:10 AM
30	Definition of the locations and developments, free and clear land use for the private use sites, flexibility of the development types, and clear definition of the public use spaces – all supported by strong due diligence materials.	8/17/2018 3:33 AM
31	Realistic expectations relative to budget and program.	8/16/2018 9:01 PM
32	Design Build	8/16/2018 6:04 PM
33	Clearly stated and realistic goals, transparent procurement process, minimal political interference, experienced advisors	8/15/2018 3:33 PM
34	Establishing clear goals and objectives, having a strong decision making team representing ownership, having political and staff buy-in, and a financially strong entity are all important. Also important, are to have realistic goals that align with ownership's cost expectations.	8/15/2018 2:31 PM
35	Having the appropriate staff available during the research and due diligence phase, having the appropriate user(s) on board during programming, having the user(s), maintenance and financial staff on board during construction and development. It takes a whole team to make successful delivery of a project.	8/14/2018 11:14 AM
36	Essential Need by Government. Once that is evident, we can be very creative in how we structure the financing.	8/13/2018 2:22 PM

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37	Honesty, accountability and transparency.	8/9/2018 10:20 AM
38	Stability of politics Entitlement framework Clear path to CEQA solution	8/8/2018 8:37 PM
39	A well organized, disciplined process. An appropriate budget that recognizes the quality, type, scale, duration and complexity of the project. An inclusive, committed and continuous leadership/stakeholder organization and a design and construction team that listens, collaborates and communicates well individually and collectively that is commonly focused in design excellence.	8/7/2018 1:57 PM
40	Contributing characteristics of successful development projects in local government include open communication between all parties, clear understanding of civic and project goals and drivers, understanding of funding models and project costing, and understanding of timeframe and schedule.	8/5/2018 10:02 AM
41	Design excellence within the framework of a legitimate public participatory process.	8/3/2018 1:55 PM
42	Trust, Vulnerability, Collaboration, Decisiveness, Clarity of purpose and goals.	8/3/2018 1:29 PM
43	Having a clear understanding of the needs, the ability to define those needs early and an understanding of the P3 benefits beyond cost of financing.	8/2/2018 2:22 PM
44	Timely decisions of owner.	8/2/2018 10:11 AM
45	A clear master plan with design and costs nailed down with approved entitlements	8/1/2018 9:15 AM
46	Including local businesses and residences in decision	8/1/2018 9:10 AM
47	The client needs to have people on staff, or hired consultants like a CM, that understand the design and construction process. Working with a client that isn't experienced with these processes can become a liability for the success of the project. A strong partnering procedure also helps promote a successful project	7/31/2018 7:07 PM
48	A clear conception of the project's goals.	7/31/2018 5:15 PM
49	Ability to expedite a timely deployment. The longer it takes to develop a project the more it costs.	7/31/2018 4:58 PM

Q23 Does your firm or partnership have experience financing municipal government projects (facilities only) with the type of financing described below? (Check all that apply)

Answered: 44 Skipped: 27



ANSWER CHOICES	RESPONSES
Public Private Partnership / Performance Based Infrastructure Project	59.09% 26
Direct capital purchase (from cash-on-hand, no debt or lease)	27.27% 12
Debt or lease-revenue secured by a government entity (e.g. Certificates of Participation, Lease Revenue Bonds and/or Revenue Bonds)	47.73% 21
Debt secured by the private financing	54.55% 24
Other (please specify)	54.55% 24
Total Respondents: 44	

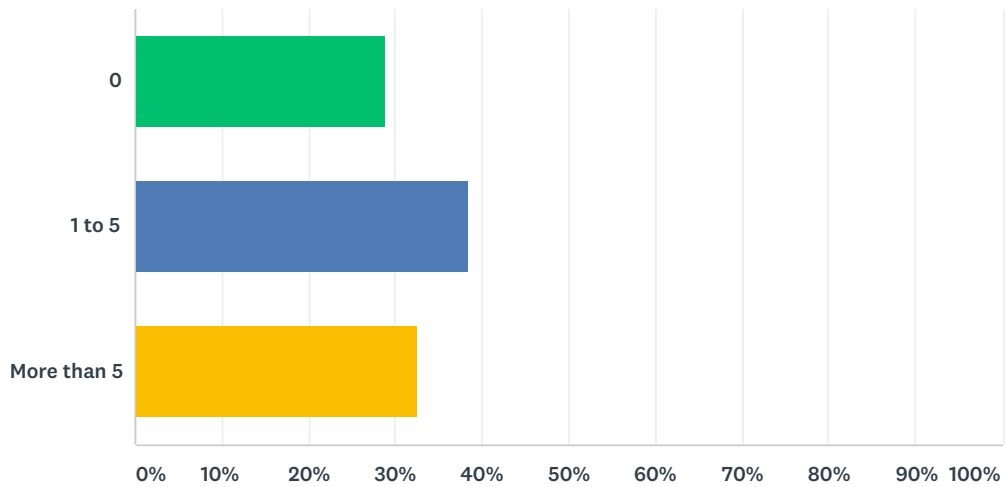
#	OTHER (PLEASE SPECIFY)	DATE
1	We have experience with debt or lease-revenue secured by government entity. Other experience is through our planned teaming partner.	11/12/2018 3:45 PM
2	Mott MacDonald is agnostic to the way the project is financed, however the financing mechanism changes the project risk profile. This is why globally, similar P3 projects have come to rely on Value for Money analysis to understand the positive and negative of each approach.	9/12/2018 1:26 PM
3	As a design professional we would team with a developer who will have any of the above experience	8/21/2018 12:58 PM
4	This question appears to be directed to financial firms. Our past work for governments is limited and the financing/funding for government work that we have done was provided by others.	8/21/2018 12:54 PM
5	None	8/21/2018 10:49 AM

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6	a. Based on our experience, PFAL recommends that when considering financing options the County / City considers using a cost analysis method to compare ALL costs of the project (capital, operating, lifecycle, expected cost of risk and financing). Comparing costs for the various procurement methods under consideration is called a value for money analysis, which allows an objective quantitative choice to be made. b. PFAL has experience in utilizing tax exempt debt solutions while still securing some (but not all) of the risk transfer benefits of a DBFM (P3) approach. These would involve the project being executed through a tax-exempt entity such as a 63:20 or 501(c) corporation.	8/21/2018 9:34 AM
7	N/A	8/20/2018 3:37 PM
8	Above questions answered as advisors, not underwriters, equity or lenders.	8/20/2018 3:03 PM
9	As an architecture and design consulting firm, we do not actively finance projects, but do have experience working on projects that utilized all of the above.	8/20/2018 2:53 PM
10	N/A	8/20/2018 12:49 PM
11	New Market Tax Credit Equity and Energy Tax Credits	8/20/2018 5:11 AM
12	we have been subcontracted by company's that managed low income housing or small city owned rec. facilities and schools	8/17/2018 4:32 PM
13	N/A	8/17/2018 11:50 AM
14	We primarily use privately issued tax-exempt bonding. Ussually 63-20 or 501(c)(3) bonds. Our not for profit is independent of the development team and insulates the public sector client from cost overrun risk.	8/17/2018 10:31 AM
15	Please note that we have not financed any projects of these kind but have built projects financed with these mechanisms	8/17/2018 9:01 AM
16	As described in our response to Question 21, EllisDon has successfully executed a wide range of financings in the P3 space for government authorities over the last 15 years. Part of this experience includes certain non- traditional P3 debt and risk transfer structures that overlap with other deal categories such as bullet vv above as well. We have secured financing using instruments such as Equity L/C's and pursued projects using lease-back structures for municipal courts, and also mixed-use hybrid projects for transit hubs.	8/17/2018 6:10 AM
17	No	8/16/2018 6:04 PM
18	We have experience with and can speak to many of these structures. I would be pleased to elaborate on our experience at the appropriate time.	8/15/2018 2:31 PM
19	Bonds	8/8/2018 8:37 PM
20	We are an A/E firm and do not finance projects but have worked on projects that have utilized the types of financing noted above.	8/7/2018 1:57 PM
21	No	8/3/2018 1:55 PM
22	Through our partnership with developers.	8/3/2018 1:29 PM
23	We have experience in all but as an architect for the public sector we aren't responsible for procurement of funding as it is done by the local jurisdictions, state, or federal assets	7/31/2018 7:07 PM
24	no	7/31/2018 5:15 PM

Q24 How many Municipal/Government building development projects have you delivered using Public Private Partnerships?

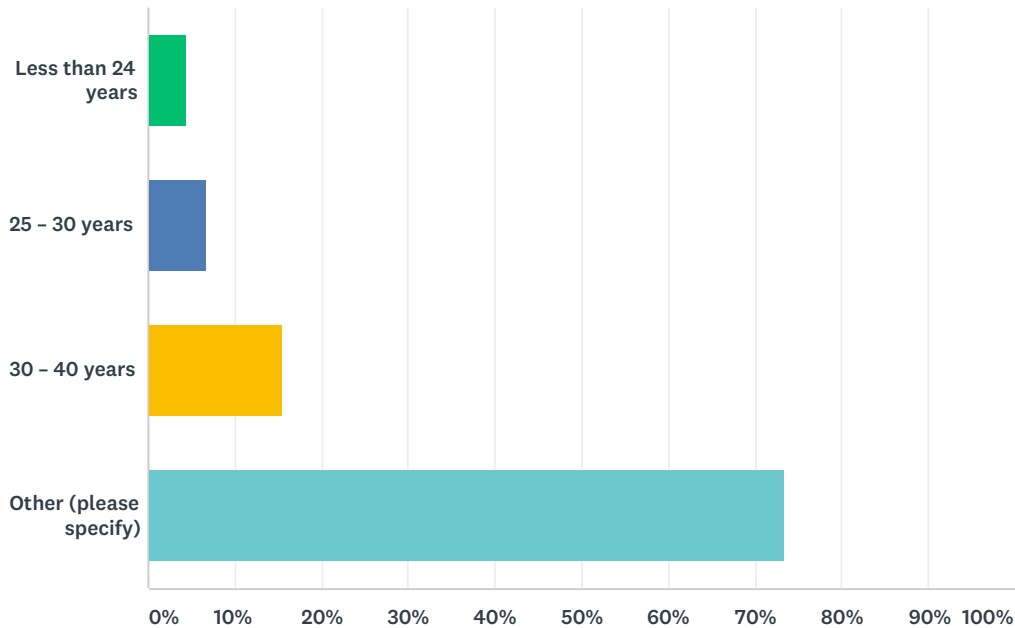
Answered: 52 Skipped: 19



ANSWER CHOICES	RESPONSES	
0	28.85%	15
1 to 5	38.46%	20
More than 5	32.69%	17
TOTAL		52

Q25 We are contemplating options for financing. What is the longest term your firm is generally willing to consider when financing a development program?

Answered: 45 Skipped: 26



ANSWER CHOICES	RESPONSES
Less than 24 years	4.44% 2
25 – 30 years	6.67% 3
30 – 40 years	15.56% 7
Other (please specify)	73.33% 33
TOTAL	45

#	OTHER (PLEASE SPECIFY)	DATE
1	We have experience in financing public facilities for 6-12 months. For all other options we would engage a financial partner.	11/12/2018 3:45 PM
2	The County's objectives will inform the financing term. We would recommend that the term of the financing not exceed the useful life of the assets.	9/12/2018 1:26 PM
3	As design professional we would yield to our developer partner for this decision	8/21/2018 12:58 PM
4	This question appears to be directed to financial firms. As a developer, the majority of our projects are usually built and sold/exited in a much shorter timeframe: within 5 years. However, we might consider other financing options.	8/21/2018 12:54 PM
5	N/A	8/21/2018 11:31 AM
6	N/A	8/21/2018 10:49 AM

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7	25. Term of deal: a. For a tax exempt debt solution there may be a 30-year maximum debt tenor (including the construction period) as the associated management contract term can only be for a maximum of 30 years. b. Taxable solutions debt can typically be structured for terms between 30 years (plus construction) and 40 years. In some instances debt may be available for longer terms than 40 years, but careful consideration should be given to value for money for such longer terms.	8/21/2018 9:34 AM
8	NA	8/20/2018 4:53 PM
9	N/A	8/20/2018 3:37 PM
10	As noted in Question 17, we would look to work with the County to analyze a number of different potential financing structures as part of the business case development for the project. Our analysis will evaluate the appropriate payment mechanisms, financing structure, and delivery alternative for the project, taking into account the County and City's goals for financing its project.	8/20/2018 3:09 PM
11	Not applicable to us. We have structured 30 and 40 year deals.	8/20/2018 3:03 PM
12	Term is flexible but should match the term of the lease/availability payment with the local government. 20 years or more is preferable.	8/20/2018 2:57 PM
13	As an architecture and design consulting firm, we do not provide direct financing.	8/20/2018 2:53 PM
14	N/A	8/20/2018 12:49 PM
15	When it comes to financing a development program, Edgemoor's preference varies based on the type of asset—public or private. For public assets, we prefer 30-40 years and for private assets (assuming a ground lease), we prefer it to be as long as possible.	8/20/2018 10:29 AM
16	Depends on the project	8/17/2018 1:32 PM
17	N/A	8/17/2018 11:50 AM
18	it really depends on many factors	8/17/2018 9:18 AM
19	We are general contractor. We do not finance projects.	8/17/2018 9:01 AM
20	will depend on our developer partner	8/17/2018 6:57 AM
21	We have undertaken multiple public private partnership's they have range from three year terms to 30 your terms. Inevitably it is a function of the strategic business plan of the public sector entity relative to sources and uses of funds.	8/16/2018 9:01 PM
22	We don't do the financing	8/16/2018 6:04 PM
23	75 years	8/15/2018 3:33 PM
24	TBD	8/15/2018 2:31 PM
25	N/A	8/14/2018 11:14 AM
26	Varies on the circumstances.	8/9/2018 10:20 AM
27	We are an A/E firm	8/7/2018 1:57 PM
28	No preference on finance terms, which would depend on the development program criteria and team structure.	8/5/2018 10:02 AM
29	Don't know. This is outside our area of expertise.	8/3/2018 1:55 PM
30	It is up to our developer and O&M partner, but typically 25 - 40 years.	8/3/2018 1:29 PM
31	Need to know more about overall underwriting and leasing terms	8/1/2018 9:15 AM
32	No comment	7/31/2018 7:07 PM
33	Do not finance ourselves.	7/31/2018 5:15 PM

Q26 What level of financing (minimal amounts or ranges) do you believe are required to enable project delivery on the scale anticipated for the Government Center Development Concept(s)?

Answered: 42 Skipped: 29

#	RESPONSES	DATE
1	The level of financing depends on the project scope and cost, the clients preferred payment mechanism, and assets that can be monetized through a third party that provides revenue to offset costs.	11/12/2018 3:45 PM
2	The answer would be dependent on a number of factors including the scope of the project, the complexity of the project, the term of the contract, the funding source, the risk allocation. Our main focus as a procurement advisor is to structure a procurement that will allow the County to maximize its project objectives subject to its funding ability.	9/12/2018 1:26 PM
3	As design professional we would yield to our developer partner for this decision.	8/21/2018 12:58 PM
4	Again, a little difficult to answer this question; the cost will vary based on the amount, type, location, and configuration of the development (and whether or not consolidated); also, the government's own budgetary resources and constraints and whether the project is done under a P3 model. We would expect the project to be financed from a range of sources that have a more long-term view (insurance, pension funds, etc.)	8/21/2018 12:54 PM
5	WSP conducts land value capture analyses and performs financial due diligence for projects using private finance. If it is a build to suit for the City and County, the annual rent would need to result in a return on cost (the net operating income/total project cost or NOI) of between 9% and 10%.	8/21/2018 11:31 AM
6	N/A	8/21/2018 10:49 AM
7	a. Given the scope description of the Project, we anticipate total financing requirements in the region of \$700 million to \$1 billion. b. As already stated this level of financing is readily available in the debt market provided the County / City are able to afford the repayments. c. The County / City has already identified that surplus land can be leveraged to contribute capital to the Project. Amounts raised from such disposals can be applied to minimize long-term financing. d. Additionally, if a DBFM approach utilizing a taxable debt structure is chosen, the County / City could consider also issuing tax exempt debt and utilizing the proceeds to minimize the debt in the DBFM company by using those proceeds to: i. Make a substantial completion payment to the Project Company or, ii. Make payments during construction (subject to certification and only as a fixed percentage of value in ground) (co funding) iii. If such an approach is used PFAL recommends that no less than 50 – 60% of the total Project funding requirement is provide by the DBFM Project Company.	8/21/2018 9:34 AM
8	Not applicable to builder	8/20/2018 4:53 PM
9	N/A	8/20/2018 3:37 PM
10	Based upon our understanding of the requirement we believe \$500M to \$1B of which we will bring a combination of debt and equity to complete the project.	8/20/2018 3:11 PM
11	We believe it is too early in the project development phase to properly rule out any level of financing for project delivery. We would look to assist the City and County with defining a business case to support its objectives for its real estate assets.	8/20/2018 3:09 PM
12	Answer depends on how much revenues can offset the debt and equity amounts required, the desired level of quality of the facilities, and market conditions when the construction is priced and delivered. Assuming no revenues, quick math based on today's market suggests as much as \$750 million: County Offices (assuming DBFOM): 500,000 x \$900/SF (all in cost*) = \$450 million City Offices (assuming DBFOM): 200,000 x \$900/SF (all in cost*) = \$180 million Structured parking: 1,000 stalls x \$35,000/stall = \$35 million Other desired facilities and features: \$50 million to \$100 million * all in cost includes design, construction, transaction/development fees, and financing costs, assuming a DBFOM delivery model.	8/20/2018 3:03 PM

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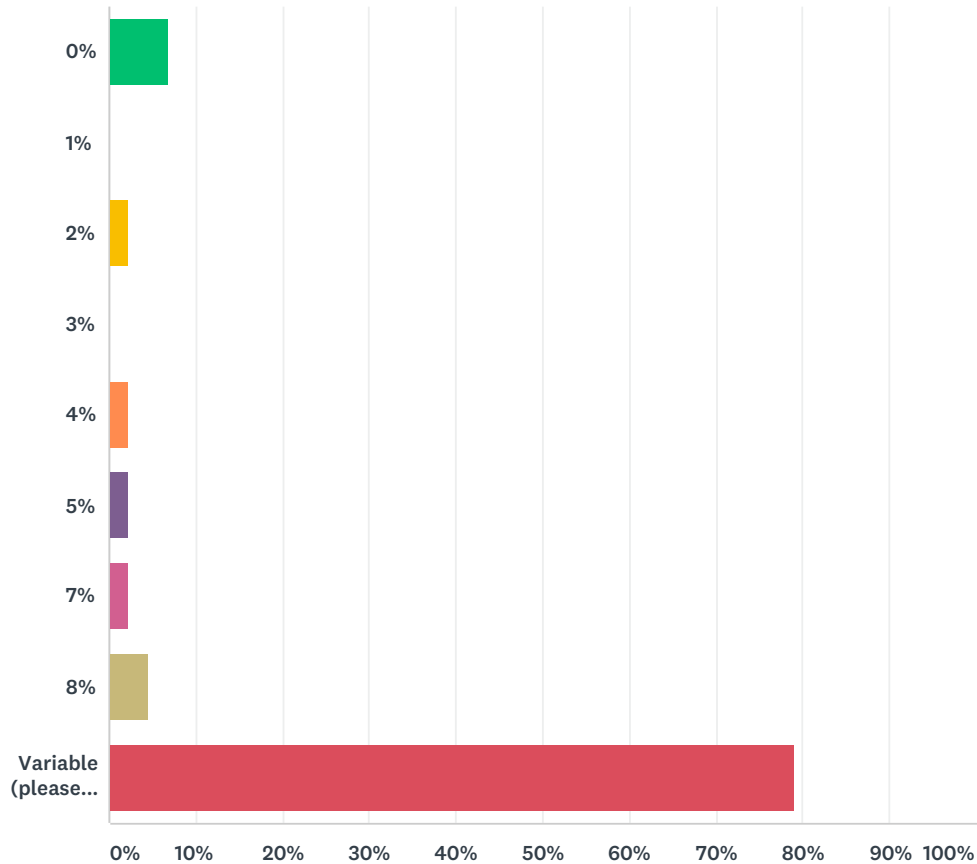
13	50% loan to cost or more, if a lease has a government guaranty then the financing could be as high as 100%.	8/20/2018 2:57 PM
14	As a design and consulting firm we do not provide our own financing; however, our experience as adviser's for public sector entities considering and delivering P3 projects along with an examination of successful projects indicates that some succeed with 100% developer financing while others have required significant public sector financing to achieve marketability. Once the project's parameters are more fully defined, the City and County should work with a P3 adviser to review the marketability of project elements and conduct a risk assessment and allocation exercise to better determine the level of public sector financial support that may be needed in order to advance a marketable P3 project.	8/20/2018 2:53 PM
15	N/A	8/20/2018 12:49 PM
16	For a project of this size and scale, we believe that an appropriate financing solution would include a mix of debt vs equity, as outlined below: • Public Asset – 80-90% debt, 10-20 % equity • Private Asset – 60-70% debt, 30-40% equity (a fully occupied/pre-leased office building would be closer to public sector requirements)	8/20/2018 10:29 AM
17	Based on our current understanding of the scope- between \$400m - \$500m	8/20/2018 6:44 AM
18	Don't have enough info to answer the specific question	8/20/2018 5:11 AM
19	There requires administrative, mobilization, and carry costs of the contractors, and that can be factored in based on the amount projected cost of the project	8/17/2018 1:32 PM
20	N/A	8/17/2018 11:50 AM
21	Seldom does a project costing less than \$25 million make sense in a P3 structure. There is no upper limit but on larger projects development timing become more important and often advantages dividing very large projects into discrete pieces.	8/17/2018 10:31 AM
22	\$1-\$2 billion	8/17/2018 9:58 AM
23	80-70% of the value	8/17/2018 9:18 AM
24	We are general contractor. We do not finance projects.	8/17/2018 9:01 AM
25	N/A	8/17/2018 7:28 AM
26	will depend on our development partner	8/17/2018 6:57 AM
27	We understand this question to be asking to provide guidance on the level of financing/funding to be provided by the County and/or City during the construction phase to support the project. In this regard, we are agnostic as to the level of financing provided during the construction phase to the extent the project is structured as a 100% availability based P3 and assuming the overall resulting debt funding requirement is within the market capacity for projects of this type.	8/17/2018 6:10 AM
28	The level of financing is difficult to respond to at this stage of project definition, but what can be said relates to the procurement methodology and the need to backstop the government repayment regime. If appropriation risk is provided, then the level of financing can be better managed. Further, the procurement method can greatly affect the view of the finance marketplace (for example, if a P3 Availability Payment is offered, as well as the Debt-Equity Ratio). Once defined, more clarity can be provided.	8/17/2018 3:33 AM
29	As previously mentioned, we have undertaken public private partnership's in the range of \$10 million-\$200 million on an individual building basis.	8/16/2018 9:01 PM
30	Circa \$1 billion	8/15/2018 3:33 PM
31	N/A	8/14/2018 11:14 AM
32	\$75 to \$100 million and up.	8/13/2018 2:22 PM
33	Uncertain	8/9/2018 10:20 AM
34	Tough question to answer with more info 40 million is our minimum deal size Top deal size is market related	8/8/2018 8:37 PM
35	We are an A/E firm	8/7/2018 1:57 PM
36	Don't know. This is outside our area of expertise.	8/3/2018 1:55 PM
37	Not sure. More of a developer question and depends on collateral land put in the deal.	8/3/2018 1:29 PM

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38	\$500 Million to \$1 Billion	8/2/2018 2:22 PM
39	I think you need to quantify and describe the Concept in more detail to answer this question.	8/1/2018 9:15 AM
40	No comment	7/31/2018 7:07 PM
41	no answer	7/31/2018 5:15 PM
42	Unknown	7/31/2018 4:58 PM

Q27 The City and County recognize that the scale of development under consideration will require significant internal resources. Therefore we are contemplating including provisions for recovery of administrative costs associated with the solicitation and negotiations process. What level of administrative cost recovery would be realistic given your financing structure?

Answered: 43 Skipped: 28



ANSWER CHOICES	RESPONSES	
0%	6.98%	3
1%	0.00%	0
2%	2.33%	1
3%	0.00%	0
4%	2.33%	1
5%	2.33%	1
7%	2.33%	1
8%	4.65%	2

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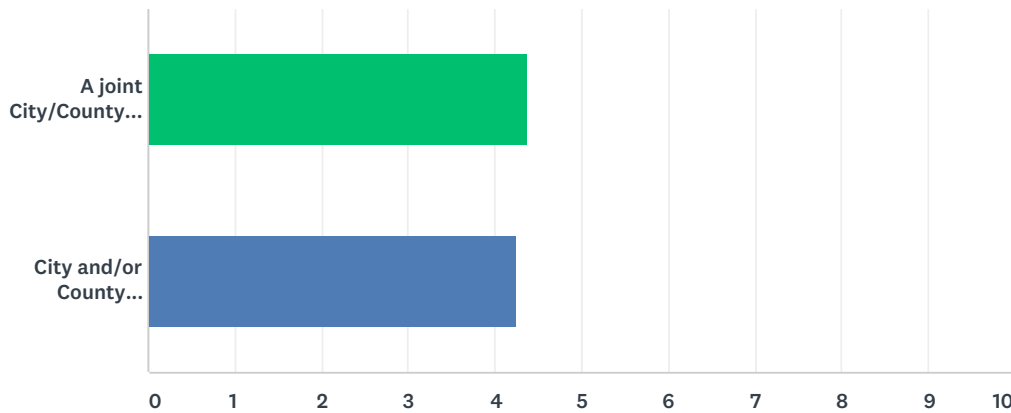
Variable (please describe)	79.07%	34
TOTAL		43
#	VARIABLE (PLEASE DESCRIBE)	DATE
1	It is reasonable for the County to request recovery for Administrative cost. However, the amount has to be specified prior to submitting a proposal and the same for all proposers.	9/12/2018 1:26 PM
2	As design professional we would yield to our developer partner for this decision.	8/21/2018 12:58 PM
3	Governments typically allocate a percentage of the project cost for administration; based on our experience this is anywhere in the range of 3-5%.	8/21/2018 12:54 PM
4	Varies based on project pursuit	8/21/2018 10:49 AM
5	Internal resource reimbursement; two possibilities discussed below a. If the intent is for the County and City to recover their own internal / consulting costs, any amount is possible. All that is required is a clear communication of the amount that must be included in the RFP response. The successful partner would include the cost in their financial model and reimburse the County at financial close. This approach amounts to financing the County / City development costs over the Project term. b. A potential and possibly better value approach may be to recover internal City / County costs from the proceeds of land sales thus minimizing the cost of financing, although as we have already discussed this may defer recovery for several years. The question may also refer to the amount the County / City is willing to pay as some form of cost recovery to unsuccessful bidders (who submitted compliant RFP submissions). This is a common practice in the industry and recognizes the significant cost (well in excess of six figures for a project of this size) that bidders incur at risk. For a project of this size a stipend of between \$500k - \$750k would be appropriate. This may be paid as follows: a. By the County / City immediately after financial close to the unsuccessful bidders, using County / City funds. b. Immediately after financial close to the unsuccessful bidders, by the successful bidder as part of the Project economics. For this latter approach, the RFP should clearly identify how much bidders should include in their financial models.	8/21/2018 9:34 AM
6	N/A	8/20/2018 3:37 PM
7	We would be more than happy to discuss.	8/20/2018 3:11 PM
8	The amount of administrative resources would be dependent, in part, on the delivery method and financing structure. The City and County may also wish to analyze operational opportunities within their organizations that can help to drive savings and generate efficiencies for delivery of the project.	8/20/2018 3:09 PM
9	This depends on whether the City/County want to also recover consultant costs and the amount of resourcing passed to your advisors vs doing in-house.	8/20/2018 3:03 PM
10	We typically negotiate a reimbursement agreement with the public entity that governs recovery of administrative costs.	8/20/2018 2:57 PM
11	In the event of an unsuccessful proposal, as an architecture and design consulting firm, we are seeking to recover costs accrued (plus market rate profits) during the preparation of the proposal. The magnitude of these costs varies widely based upon the level of analysis and design work required by the solicitation. 2-3% of total project costs provides a reasonable starting range for estimating these costs. Solicitations with minimal design requirements would fall at or below the bottom of this range while those requiring more substantial levels of design work would fall at or above the top end of this range.	8/20/2018 2:53 PM
12	N/A	8/20/2018 12:49 PM
13	When it comes to recovering administrative costs associated with the procurement and negotiation process, we are open to the County/City letting us know what number or percentage they would prefer and Edgemoor will carry that number/percent in our proposed budget. The County/City could also have 100% of their costs recovered and put into the overall project budget.	8/20/2018 10:29 AM
14	100% of the County and City administrative costs can be recovered by a cash payment at Financial Close. We would encourage you to resource effectively including bringing on quality advisors	8/20/2018 6:44 AM
15	recovery of administrative cost(s) would vary depending upon project size, period of time and level of pre-development costs (EIR, environmental, "DD" design)	8/20/2018 5:11 AM

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16	any cost would have to be factored in to our expenses so if it was required we could account for it at what ever % was decided on.	8/17/2018 4:32 PM
17	Depends on the size of the project	8/17/2018 1:32 PM
18	To answer this accurately we would need to better understand the nature of the developments the City and County are interested in.	8/17/2018 11:50 AM
19	It is possible to recover 100% of municipal investment on public facilities. On private development it is market driven. The question is, is the market demand mature. If so there should be full recovery. If not it becomes an economic development activity and public subsidy as a development incentive needs to be evaluated as to its public benefit.	8/17/2018 10:31 AM
20	Difficult to answer, depends on the product; 1-5%	8/17/2018 9:18 AM
21	depends on the solicitation and negotiation process. The longer the time the higher the %	8/17/2018 6:57 AM
22	We interpret this question as asking about the level of stipend developers would require to participate in an RFP process. For a project in the \$200 - \$500 million range, we would typically see a stipend of 0.3% to 0.5% of the capital cost of construction. The administrative fees vary considerably from transaction to transaction depending on the complexity of the project/site, the experience of the client/advisory team, and use of market tested templates and risk transfer.	8/17/2018 6:10 AM
23	It would be premature to address this as a percentage or fee amount until critical elements are defined. For example, utilities can be a large participation amount in cost recovery and the extent of that cost needs to be defined, as well as permitting and other compliance elements.	8/17/2018 3:33 AM
24	Without exception, each of our projects undertaking in Public Private Partnerships Biulletin Ray have had two stages. The first stage is the pre-development stage which generally takes the project through advance schematic or design development. At that point in time we establish an overall guaranteed maximum price and that becomes the basis for financing. The second phase them involves the actual execution of the construction documentation, construction, and subsequent completion operations and management. In some cases the public entity funds the pre-development expenses out of pocket, on some occasions they funded out of pocket with A reimbursement agreement, in some cases we have Funded the pre-development costs subject to reimbursement agreement or the ability to roll it into the longer-term second phase financing.	8/16/2018 9:01 PM
25	Reimbursement of such costs just increase the lease costs to the County and City. But for budgetary and/or political purposes the County and City may want that. For a project of \$1b this cost could be circa \$5m-\$10m	8/15/2018 3:33 PM
26	TBD	8/15/2018 2:31 PM
27	As long as the recovery is a part of the financing structure, it matters little whether the amount is 1% or 5%.	8/13/2018 2:22 PM
28	Better Estimated during RFP process when much more is known	8/8/2018 8:37 PM
29	We are an A/E firm	8/7/2018 1:57 PM
30	Don't know. This is outside our area of expertise.	8/3/2018 1:55 PM
31	Is this referring to a stipend or developer cost?	8/3/2018 1:29 PM
32	Depends on the delivery method and financing model selected.	8/2/2018 2:22 PM
33	It depends on the scale, timing and scope that are contemplated.	8/1/2018 9:15 AM
34	We are an Architectural practice.	7/31/2018 5:15 PM

Q28 Please indicate your interest in responding to the following solicitation approaches. Please explain your preference below.

Answered: 51 Skipped: 20



	VERY INTERESTED	SOMEWHAT INTERESTED	NEUTRAL	SOMEWHAT UNINTERESTED	NOT INTERESTED	TOTAL	WEIGHTED AVERAGE
A joint City/County solicitation	66.67% 32	14.58% 7	10.42% 5	6.25% 3	2.08% 1	48	4.38
City and/or County solicitations issued separately by each entity for its desired project(s)	54.90% 28	25.49% 13	13.73% 7	0.00% 0	5.88% 3	51	4.24

#	PLEASE EXPLAIN YOUR PREFERENCES.	DATE
1	Joining forces for a combined project brings more issues and risk with it. For example, how will you address shared costs like maintenance, operations, utilities, and payments? There's also egress, safety, security, and shared usage that all needed to be worked out in advance and agreed upon by the two agencies and their various departments. There's the question of how will these assets be defined on each entities ownership title given shared spaces. Separating the projects eliminates those issues but loses the economy of scale. Being separate brings more simplicity and results in us being somewhat interested. If you can work all the above out and build it into each entities governance so that it can be maintained even with leadership changes, and if you can bundle packages along risk profiles, then you can benefit from economy of scale and would result in us being somewhat interested. If that cannot be accomplished, then we would be somewhat not interested.	11/12/2018 4:09 PM
2	Our interest is to provide project delivery advisory services to the County.	9/12/2018 1:26 PM
3	Our strengths align with the apparent needs of the community.	8/21/2018 1:10 PM
4	We would be interested in either approach.	8/21/2018 12:57 PM
5	WSP has played a role on development projects using solicitations issued by joint partners or separate entities. A joint solicitation is beneficial because it aligns public stakeholders and commits stakeholders to a common vision and timeframe. Separate solicitations can be used if project ownership must rest with a specific party or if the partnering entities are constrained by regulatory requirements, political factors, or stakeholder interests.	8/21/2018 11:35 AM
6	Less interest in County Center.	8/21/2018 11:25 AM
7	Solicitation Approaches a. Both a joint and separate procurement can be attractive as long and either / both approach is well planned. b. For a joint approach, consider one party leading and the other supporting or establish a joint powers authority. c. Also consider comments made in the answer to question 16.	8/21/2018 9:55 AM

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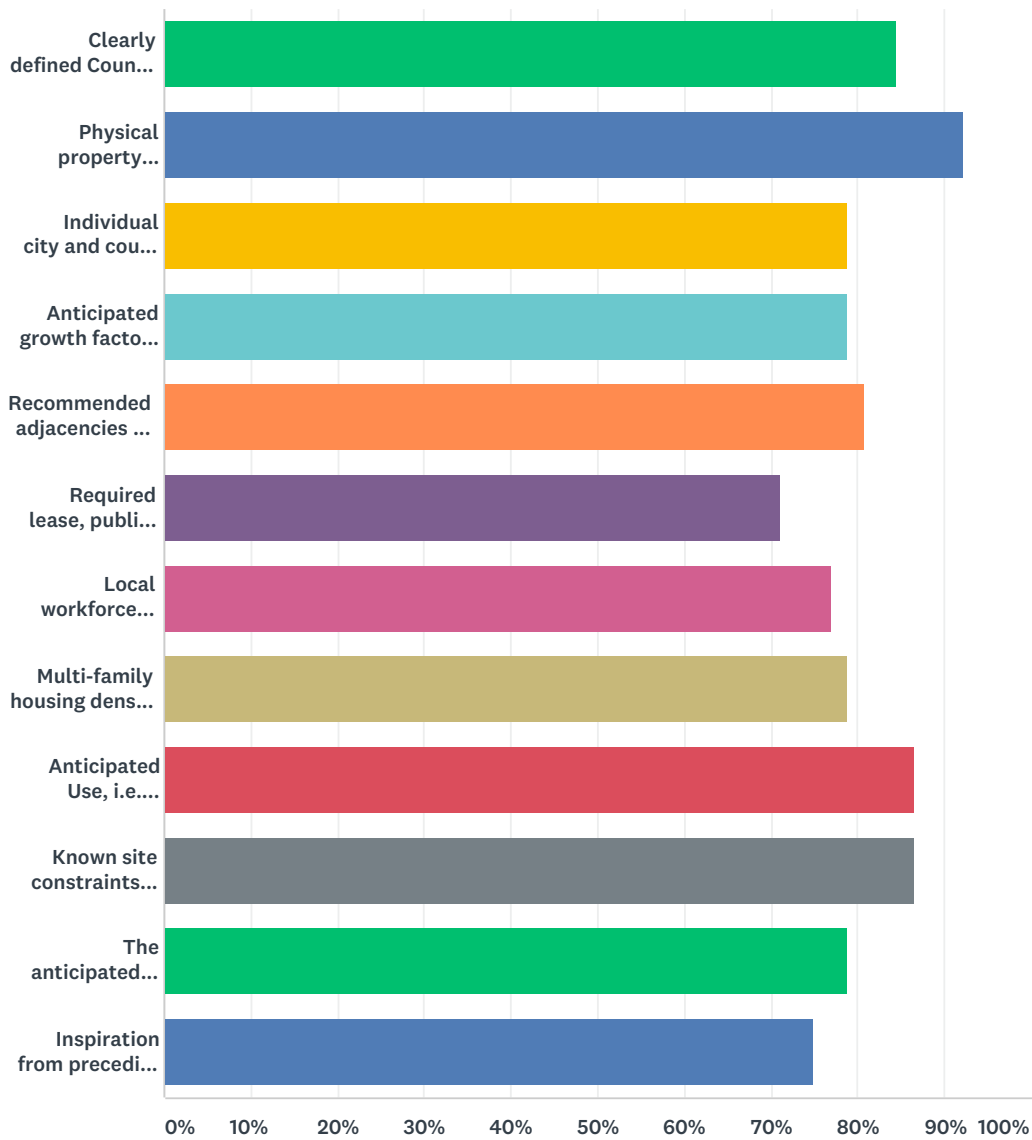
8	A joint approach for selection of a delivery partner leverages economies of scale and makes the civic portions of the project attractive to major developers/ investors/contractors. However, it will create political risk as City Council and County Board of Commissioners will need to approve the project agreement(s), related entitlements, and financing documents. This can be somewhat mitigated through a JPA or other 3rd party structure but not entirely. A joint approach for selection of a consultant/ advisor makes sense for cost sharing and efficiency in structuring the procurement and transaction. Separate solicitations for selection of delivery partners makes sense if the City and County have reservations about the complexity the joint approach will create in terms of development costs, long term payments Separate solicitations for selection of a consultant/ advisor makes sense to keep contracts more straight forward but may lead to some challenges if the City and County don't work well together; the separate consultants will align with their respective clients whereas a joint approach incentivizes the consultant to keep the City and County aligned for a common purpose. For the joint approach City and County will need an MOU and a joint steering committee empowered to lead the project.	8/20/2018 3:46 PM
9	Our preference is to act as master developer for the entire project, allowing for maximum flexibility. This way we can study options to consolidate government uses in ideal locations and maximize contiguous land available for a cohesive, desirable residential project.	8/20/2018 3:11 PM
10	We look forward to assisting either the City and County in conjunction, or separately, depending on the project needs.	8/20/2018 3:09 PM
11	Greater flexibility will provide increased competition for projects and will provide more opportunities.	8/20/2018 2:53 PM
12	Edgemoor is very interested in responding to separate solicitations issued by the County and City because each entity will be able to identify its own goals, objectives, and requirements for each project. With a joint solicitation, there is the potential for politics and policies to change in the County/City and the County/City may disagree with the other on preferred bidder selection. If the County and City chose to issue separate solicitations, that may result in multiple submissions, creating a high cost to pursue for interested firms. The County and City could create a combined entity using a joint powers authority (JPA)—forming such an entity may not only provide for more creativity but also could result in a more cost-effective procurement and project as well as create service efficiencies. Depending on the potential range of project size and cost, combined solicitations may be more cost-effective for the County and City and allow for a faster procurement and project timeline.	8/20/2018 10:36 AM
13	Independent solicitations will require more effort and add unnecessary cost for all parties	8/20/2018 6:48 AM
14	I believe a combined proposal allows for maximum flexibility regarding development options/highest best use of sites and desired results for all parties	8/20/2018 5:20 AM
15	Business is always interested	8/17/2018 1:38 PM
16	I have done 30+ of the type of developments you contemplate. Always at higher quality and lower cost and quicker delivery than the respective public client anticipated using traditional public delivery. Our interest is always the public's interest.	8/17/2018 10:44 AM
17	Prefer to deal with one entity at a time.	8/17/2018 9:33 AM
18	We have experience with both formats. Communication may be easier if it was a joint solicitation.	8/17/2018 9:09 AM
19	Both options will present interest to the contracting community. However, a joint RFP will result in a single contracting entity, which will allow overall greater value in terms of schedule and construction value. It will be easier for the public to access services provided by both agencies in a campus setting. Separate RFPs will encourage more competition and collaboration of best practices between the two project teams, and drive more competitive pricing (however, availability of resources may be a challenge).	8/17/2018 3:42 AM
20	No preference. We will be prepared to respond to either/or.	8/16/2018 9:08 PM
21	Economies of scale	8/16/2018 5:26 PM
22	If the projects can be combined it makes for the best project.	8/14/2018 11:26 AM
23	We would read the solicitations carefully and decide upon our actions accordingly.	8/13/2018 2:32 PM
24	Stability of transactional relationship is a significant issue The size of this deal will carry substantial risk just in ministerial processes and construction Most other transactional risks will need to be reasonable to attract partners with the know how and capital	8/8/2018 8:52 PM

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25	A joint solicitation has the potential to vet goals and expectations from both jurisdictions.	8/5/2018 10:02 AM
26	We would have to see the terms and details of the solicitation to evaluate, but it is certainly interesting.	8/3/2018 1:40 PM
27	Separate solicitations will result in duplication of certain administrative expenses which will cost the taxpayers more than a joint solicitation. A joint solicitation will result in economies of scale related to overall development costs, construction costs and financing costs.	8/2/2018 2:30 PM
28	It would depend on how well defined the solicitation request is presented -- subject to previous answers in this document	8/1/2018 10:12 AM
29	It doesn't matter if it's a joint procurement as long as there is a single procurement for the job as opposed to competing for multiple procurements. The reason is, depending upon the procurement type, the competitions become very expensive	7/31/2018 7:22 PM
30	As mentioned, we believe we can be competitive in this environment.	7/31/2018 5:20 PM
31	As a small company the individual solicitations will be easier to process.	7/31/2018 5:04 PM

Q29 What information should be in a final solicitation package? (Check all that apply)

Answered: 52 Skipped: 19



ANSWER CHOICES	RESPONSES
Clearly defined County and City financial contributions to the project	84.62% 44
Physical property descriptions	92.31% 48
Individual city and county department occupied existing square footage	78.85% 41
Anticipated growth factors for city and county departments	78.85% 41
Recommended adjacencies for city and county departments	80.77% 42
Required lease, public private partnership, or other applicable agreement terms and conditions	71.15% 37
Local workforce hiring requirements	76.92% 40

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Multi-family housing density objectives	78.85%	41
Anticipated Use, i.e. office, assembly, public access/customer service (i.e. permitting, public records searches, public safety)	86.54%	45
Known site constraints (seismic, geotechnical, existing utilities, setbacks, etc.)	86.54%	45
The anticipated role of technology in operations and service delivery.	78.85%	41
Inspiration from preceding community visioning workshops or community surveys	75.00%	39
Total Respondents: 52		

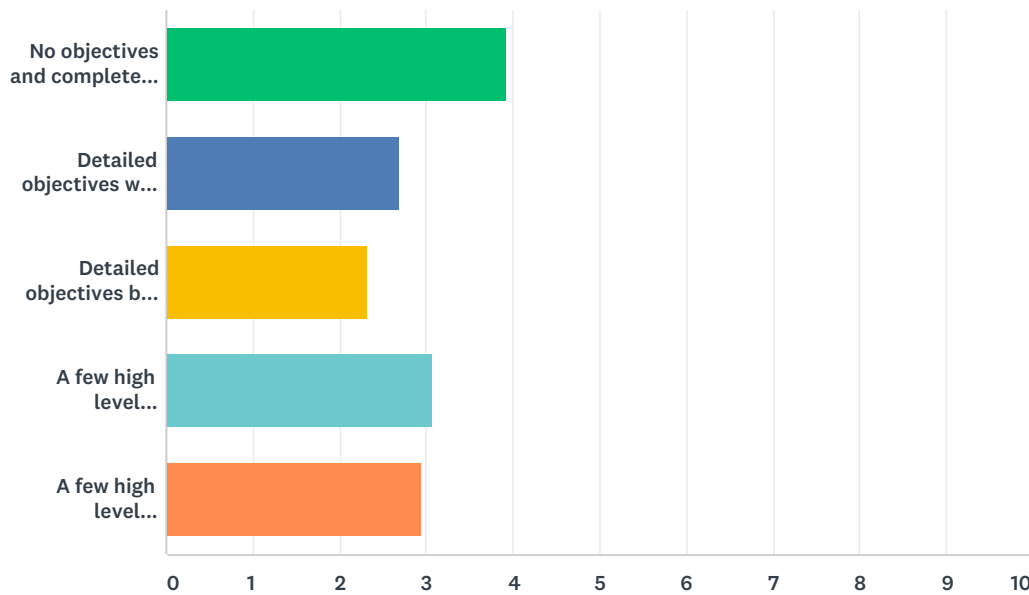
#	OTHER (PLEASE SPECIFY)	DATE
1	The County will need to decide which information is included in the RFQ/RFP and which is included in a secure data room.	9/12/2018 1:26 PM
2	We would yield to the developer for additional requirements.	8/21/2018 1:10 PM
3	Basically as much information as possible, but preferably also some sort of indication of the amount of private development that would be allowed, and the resources that might be available/ the mechanism the government intends to use to pay for their portion of the project.	8/21/2018 12:57 PM
4	a. All the options detailed are appropriate. b. With respect to the County / City program requirements, we recommend a professionally articulated programmatic statement with detailed descriptions of function and adjacencies and parking requirements. Pair that with a well-developed design guide and performance based specifications (e.g. facilities should be heated / cooled to 68 degree Fahrenheit plus or minus 2 degrees) rather than a prescriptive statement about what mechanical electrical solutions should be incorporated. c. Future requirements should be articulated in likely ranges rather than an open-ended statement requiring flexibility or even information about past growth, unless the requirement is to incorporate future growth assuming past growth is repeated. In general, future requirements can be very expensive and may be best accommodated in terms of master planning options rather than current provision.	8/21/2018 9:55 AM
5	This question and the next one (#30) depend on the procurement strategy so it is very hard to answer with regards to a final solicitation package (meaning RFP?) or regards to what level of specifications and for which portions of the program. Generally rules to successful procurements like this are: (1) share as much existing information as early as possible in the process; (2) before you launch the RFP (or similar), prepare a well thought out program with growth projections, a robust technology strategy, and densities, adjacencies, and open to closed office ratio at the departmental level; (3) decide on and be clear about what social ordinances you will require (e.g., prevailing wage, local hiring, affordable housing, workforce training).	8/20/2018 3:46 PM
6	We would expect that not all of the information listed above is available at this time. We would like to offer our assistance as part of the early planning process, and the potential for a formal deal can come later. We would be willing to work with the city and county to gather additional information under an exclusive negotiating agreement if selected as the master developer. Also, we would inquire about opportunities to streamline and expedite the city and county approval processes to assist with the Santa Rosa rebuilding effort.	8/20/2018 3:11 PM
7	Clear statement of the current zoning/entitlement status of all properties and a clear indication of the entitlement process and timeline for future development.	8/20/2018 2:53 PM
8	May sound cliché but the more information the better.	8/17/2018 9:09 AM
9	<ul style="list-style-type: none"> • Geotech and environmental studies • Affordability limit • Clear and transparent evaluation criteria • Payment mechanism and payment terms • Output specification 	8/17/2018 7:05 AM
10	1. Qualifications requirements 2. Assigned and available personnel requirements 3. Understanding of Scope of Services requirement 4. Relevant experience examples 5. Understanding of program and project requirement 6. Fee requirement 7. Planned teaming partners information requirement	8/17/2018 3:42 AM
11	LEED targets, renewable energy goals, annual lease limits, design goals	8/16/2018 5:26 PM
12	Any available information will lead to a more complete proposal. Clearly there are limitations on what respondents can digest under and RFP/RFQ response; however, many of the items listed can have significant impacts on costs and the project's overall viability.	8/15/2018 2:43 PM
13	Possibility of 99 years leases with the public maintaining control of the land.	8/9/2018 10:25 AM

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14	LEED objectives Energy use Objectives	8/8/2018 8:52 PM
15	Anticipated plans to transit that impact access to proposed development projects, reduction of vehicular traffic, multi-modal transportation planning, etc. Sustainability and energy efficiency planning at both a City and County scale.	8/5/2018 10:02 AM
16	A Project Master Plan	8/1/2018 10:12 AM
17	Procurement type and delivery method	7/31/2018 7:22 PM
18	Telecommunications infrastructure requirements and details.	7/31/2018 5:04 PM

Q30 Based upon your prior experience working with governments, and given your understanding of available financing, tax incentives, and the options potentially available, would you in general prefer a solicitation (RFQ/RFP, or otherwise) that included which of the following prescribed objectives (rank order 1 least preferable to 5 most preferable):

Answered: 46 Skipped: 25



	1	2	3	4	5	TOTAL	SCORE
No objectives and complete flexibility in proposed campus location and development plan	60.47% 26	9.30% 4	11.63% 5	0.00% 0	18.60% 8	43	3.93
Detailed objectives with prescriptive requirements for proposed campus location and development plan	17.78% 8	20.00% 9	8.89% 4	20.00% 9	33.33% 15	45	2.69
Detailed objectives but with flexibility in proposed campus location and development plan	11.11% 5	8.89% 4	13.33% 6	35.56% 16	31.11% 14	45	2.33
A few high level objectives and flexibility in proposed campus location and development plan	6.67% 3	44.44% 20	11.11% 5	24.44% 11	13.33% 6	45	3.07
A few high level objectives with prescriptive requirements for proposed campus location and development plan	6.67% 3	13.33% 6	53.33% 24	22.22% 10	4.44% 2	45	2.96

Q31 Please provide any overall comments on best practices for municipal government center development projects.

Answered: 43 Skipped: 28

#	RESPONSES	DATE
1	Establish a strong internal team, both in-house and consultants, that can provide the necessary direction and approvals to expedite all phases. Keep it as simple as possible. Establish packages along risk profiles to engage experts in each category and not placing everything into one huge complicated package that only a couple of consortiums can respond to (Note that recently several major players have withdrawn from this PPP market). Spend the necessary time up front to work through your issues, develop thorough and complete package(s), and for a joint project, create a subcommittee that represents the interest of both governments and has the authority to bind both governments with their decisions. Two headed efforts rarely succeed. Allow for public buy-in and comments but ensure that this process cannot delay or derail the efforts of your PPP partner(s). Spend the time to develop a risk analysis and establish a contingency plan for those items identified. Set realistic and achievable goals and expectations.	11/12/2018 4:09 PM
2	Political champions Stakeholder alignment Clearly defined objectives Clear procurement process and evaluation criteria Dedicated internal team Experienced P3 advisors	9/12/2018 1:26 PM
3	A consensus mind set among community leaders and stakeholders. A clear vision aligned with market demands. A well funded project. A realistic and linear schedule.	8/21/2018 1:10 PM
4	Too generic of a question at this time but we would be glad to help you work through these in a preliminary study.	8/21/2018 12:57 PM
5	We provide advisory services, such as technical advice and due diligence, procurement support, project management, and property asset management. Our portfolio includes municipal infrastructure, civic and government buildings, urban regeneration, public realm, and road and transit investments. Successful municipal government development projects are neither reliant on putting together a project to meet a specific size or capital value, nor are limited to projects with a direct source of funding and financing. Government development projects are most successful when owners intend to: address complex design, construction, and operations needs; align interests and motivations of different stakeholders to reach project goals; transfer risks that are best managed by private parties; and, utilize the contractual arrangement to drive performance.	8/21/2018 11:35 AM
6	Avoid parking and traffic planning undermining project goals.	8/21/2018 11:25 AM
7	Provide a development plan consistent with current market conditions.	8/21/2018 11:02 AM
8	Best Practice for municipal government center development projects include the following: a. Clear project approval process and timeline. b. Appoint well-qualified advisors experienced in these kinds of projects to assist the County / City in planning, structuring and executing procurement for the Project. Such advisors would include P3 / alternative procurement advisors, financial advisor, specialist external legal advisor and technical consultants. c. With respect to surplus land, consider which approach will maximize value for the County and City; do not just leave the choice to bidders (see comments in the answer to question 16). d. Ensure that the County and City thoroughly understand and have clearly articulated your program requirements and likely scenarios for future growth. The market will respond creatively and unambiguously to clearly articulated scope statements. e. Clearly articulate minimum contractual parameters. We recommend publishing a fully developed Project Agreement / Development Agreement / Lease Terms for all bidders to bid respond to. f. Include sufficient time in the RFP stage for bidders to develop their proposals, including one-on-one confidential engagement with the County / City. g. Understand what you can afford (both capital and operating expenditure) and communicate that to bidders so they can frame a response you can afford to purchase. One way to do this is with an affordability ceiling expressed and the net present value of payments over 30 years at a stated discount rate.	8/21/2018 9:55 AM
9	Clear direction on final locations and adjacency for departments and services.	8/20/2018 4:57 PM

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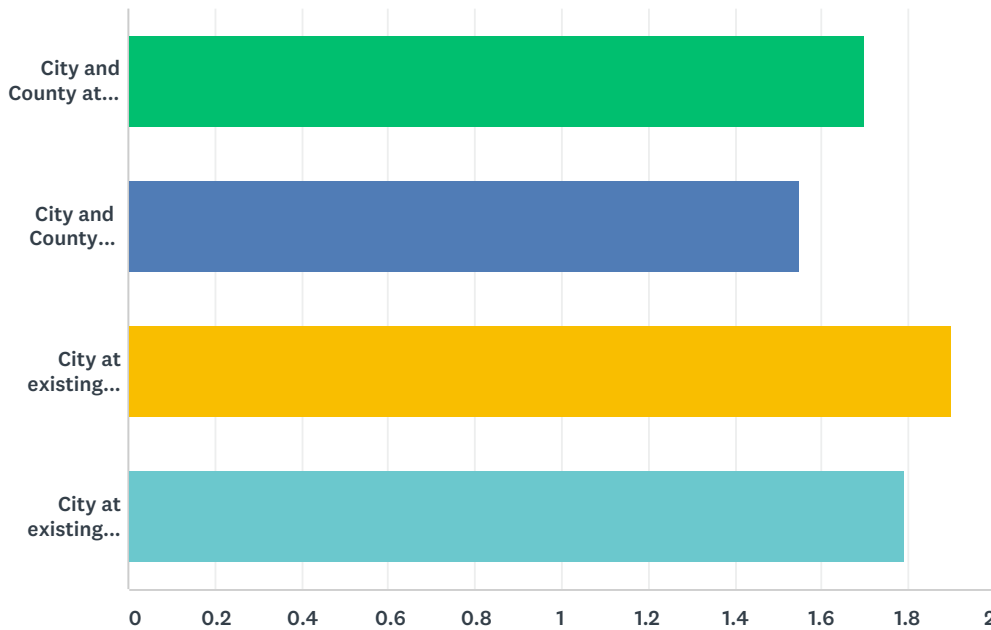
10	Specific to P3 undertaking... first and foremost through structured partnering approaches bridge the distrust gap between public and private entities to eliminate any signs of distrust of one another. Be open to Collaboration. Do your homework and reconnaissance. Quantify up front the definition of success. Pay Attention to Stakeholders. Recognize vulnerabilities. Search for acceleration opportunities. Allow for flexibility and multiple solutions to achieving the Vision. Be authentic. Have patience. ULI's Public-Private-partnership product council recently created a best practices to principles education guide. As a member of this product council I could help to facilitate a workshop if the County was interested. I believe some of my fellow council members have approached the City of Santa Rosa about conducting a technical advisory panel to help the City develop a resiliency plan for future development. 9-Have patience	8/20/2018 4:12 PM
11	Preparing for, funding, and managing organizational change cannot be overstated.	8/20/2018 3:46 PM
12	Defining the program parameters/requirements. Interacting with government agency representatives to define scope, budget, and timelines that meet public as well as private goals and objectives.	8/20/2018 3:18 PM
13	TBD	8/20/2018 3:11 PM
14	As discussed as part of Question 22, we believe that successful municipal government center projects begin with a well-defined business plan which considers timelines, risk transfer, and all potential delivery alternatives (including definitions of funding/financing). We can assist the City and County with analyzing its real estate assets, determining functional needs, and developing a full scale financial feasibility analysis and business case for the project to prepare for procurement.	8/20/2018 3:09 PM
15	It is recommended to engage the community early in the process. And to the greatest extent possible, environmental approval and entitlement risks should be borne by the public sector.	8/20/2018 2:53 PM
16	N/A	8/20/2018 12:53 PM
17	Best practices for municipal government center development projects: • Early alignment of objectives, goals, and project requirements • Suggest splitting the procurements into two “bid bundles” to separate the public and private asset/development • CEQA and entitlements— understanding the requirements and potential impacts to the procurement and project schedules • Political support for the project • Community support for the project • Identification of internal staff available to work on the project (during and after procurement) • Additional, experienced outside consultants on-board to assist with procurement (RFQ/RFP) Please see above responses for more detailed information on many of these bullet points.	8/20/2018 10:36 AM
18	In addition to the responses to Question 22, the following best practices should be followed: • Use industry standard documentation. There are several precedent projects that have been successfully closed. The Westcoast Exchange has excellent reference material that was developed in conjunction with Partnerships BC and is available to you. Using experienced advisors will also save time and money by starting out with a realistic risk profile that is bankable, rather than having a protracted negotiation to get there. • The procurement process should be fair, open and transparent. • When moving into the RFP stage, bidders will be spending a significant amount of time and money in preparing their responses. Approvals to proceed should be in place prior to issuing the RFP. • Clearly defined and prioritized project objectives should be specified. Output specifications should be performance based and not overly prescriptive to allow for innovation that produces strong value for money. • Funding sources for the project should be identified and affordability hurdles should be provided to bidders. This will provide you with the best economically viable solution. • Consult with other public sector owners who have been through the process to learn from their successes and failures	8/20/2018 6:48 AM
19	can't stress enough the importance of all stakeholders' alignment of issues regarding development scope, project delivery timing, appropriate risk transfer goals and political will.	8/20/2018 5:20 AM
20	we normally do residential so im not sure how good a fit we would be but i am willing to see if there is any way we can be of service.	8/17/2018 4:37 PM
21	Best Practices, A.Require a percentage of locals hired, B.Require a percentage of disadvantaged hired, C. Require a percentage of persons in recovery hired, and from training programs of governmental entities, and schools	8/17/2018 1:38 PM
22	See comment interspersed in previous questions.	8/17/2018 10:44 AM
23	The most inclusive the process, the final design and project will be developed.	8/17/2018 10:06 AM
24	A third party real-estate advisory may be able to produce a conceptual prospectus that make the product more attractive.	8/17/2018 9:33 AM

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25	transparency and execution	8/17/2018 9:09 AM
26	We strongly feel that the factors listed in our answer to question 20 capture our thoughts on best practices for municipal government center development projects. We very much appreciate the opportunity to participate in this market sounding and look forward to discussing our experience further with you should it be helpful.	8/17/2018 7:05 AM
27	Consider location carefully, provide a holistic approach, and consider public open space and amenities to the support the developments success.	8/17/2018 7:01 AM
28	Best practices include: analysis of master plan and program, risk management analysis, review of budgets, master schedule review, identification of make-ready projects, focused procurement, identification and implementation of a project and document controls program, safety program, and the development of a program/project management plan.	8/17/2018 3:42 AM
29	It is been experience that there has been an extraordinary range of clarity in depth in the various RF cues in art piece issued by a government agencies seeking public private partnership deliver their projects. We would urge that in the RFQ and/or RFP be very well considered and tailored to the specificities and goals of the government entities engaged in this particular undertaking.	8/16/2018 9:08 PM
30	Define use requirements, work flows, staffing, real estate goals	8/16/2018 5:26 PM
31	Leadership / Project management defined Scope defined budget defined deliverable defined schedule	8/14/2018 11:26 AM
32	Much prefer Design-Build or CMAR approach.	8/13/2018 2:32 PM
33	Honesty, Accountability, Transparency and Strong Authentic Community Engagement in the Planning process before the solicitation of Requests For Proposals even occur.	8/9/2018 10:25 AM
34	Best solution will likely be a team of cooperative specialist developers. Use RFQ process to determine best in class for each product type and help them form a coalition	8/8/2018 8:52 PM
35	Provide a well conceived and written RFP that is thoroughly vetted with leadership and significant stake holder groups, has a clearly defined funding strategy, a milestone schedule that realistically reflects entitlement, outreach, the governmental process in place and allows for reasonable flexibility to deal with the inevitable unforeseen circumstances in a municipal project.	8/7/2018 2:13 PM
36	Early engagement of the government and community stakeholders and users as well as development project team members is critical to initiating these types of projects.	8/5/2018 10:02 AM
37	Should be representative of community values including environmental responsiility.	8/3/2018 2:01 PM
38	City of Napa did a nice job with their solicitation. You may want to review that if you have not already.	8/3/2018 1:40 PM
39	Timely decisions	8/2/2018 10:14 AM
40	Local, Community Based Development - Community oriented design that reflects needs of the community to provide both short-term and long-term economic impact Program Driven - Client focused design aligned with programmatic direction to meet goals, value and investment returns Budget Based Design - Budget-based approach during pre-construction design and construction phases to ensure investment goals are maintained Market Driven - Market alignment to create short and long-term value - procure optimal entitlements, direct sustainable design, construction and leasing Disciplined Execution	8/1/2018 10:12 AM
41	Partnering sessions Qualifications based RFQ/P (see SFO procurement) Separate procurement for housing GMP Consider hiring a CM NO BRIDGING DOCUMENTS hire an architect to create programming Consider Design-Build delivery Use durable materials to minimize maintenance	7/31/2018 7:22 PM
42	A focused vision and clear goals tend to lead to the best outcomes.	7/31/2018 5:20 PM
43	None	7/31/2018 5:04 PM

Q32 The City and County have considered several locations for potential development and/or co-location opportunities. Based upon your prior experience working with governmental entities, and given your understanding of available financing, tax incentives, and the options potentially available, please indicate your interest in bidding on a solicitation (RFQ/RFP, or otherwise) with:

Answered: 48 Skipped: 23



	VERY INTERESTED	SOMEWHAT INTERESTED	NEUTRAL	SOMEWHAT UNINTERESTED	NOT INTERESTED	TOTAL	WEIGHTED AVERAGE
City and County at separate, existing locations	61.70% 29	10.64% 5	25.53% 12	0.00% 0	2.13% 1	47	1.70
City and County co-located in downtown Santa Rosa	68.09% 32	12.77% 6	17.02% 8	0.00% 0	2.13% 1	47	1.55
City at existing location (downtown Santa Rosa), and County at new location near Sonoma County airport	54.17% 26	12.50% 6	27.08% 13	2.08% 1	4.17% 2	48	1.90
City at existing location (downtown Santa Rosa), and County at new location elsewhere	59.57% 28	10.64% 5	25.53% 12	0.00% 0	4.26% 2	47	1.79

#	PLEASE EXPLAIN YOUR PREFERENCE AND/OR OTHER POSSIBLE SOLUTIONS.	DATE
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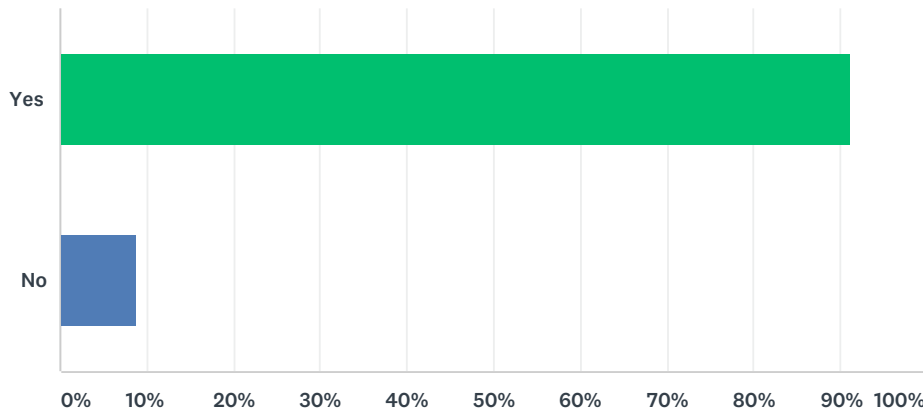
1	We are interested in projects that use the existing properties owned by either the City of County since that land is a known factor and there is existing documentation. We prefer locations where appropriate zoning already exists or is in the control of the City or County. We are less interested in a developer provided land swap or where new property has to be identified, vetted and procured as part of this process. These latter methods bring more uncertainty, more uncontrolled risk, and more variability.	11/12/2018 4:09 PM
2	We expect that each of these locations have plus and minuses to them, not all of which can be easily quantified. As procurement advisor, one of our task is to help evaluate which of these location will maximize the County and its stakeholders objectives.	9/12/2018 1:26 PM
3	As design professionals we believe all of these locations could provide for an excellent project for the community.	8/21/2018 1:10 PM
4	County airport location is not preferable for employees, commuting, housing, ...etc. Better in current location or in new location with more access to transit and services.	8/21/2018 11:25 AM
5	a. Very interested in all options, so long as they are well thought through and planned. b. In general, sites that are clear and free from encumbrances at the time the Project reaches financial close are attractive and should produce good value proposals from the market. (e.g. existing structures demolished, zoning in place, good geotechnical and services information) c. We recommend the County / City commission a formal options analysis; comparing the advantages and disadvantages and how well each option meets the County / City objects. For both the site choice and making the decision as to whether the County and City scopes should be provided jointly in a single campus or separately, such an analysis would provide an excellent basis for decision makers to choose and subsequently incorporate into the RFQ/RFP documentation.	8/21/2018 9:55 AM
6	Historically we've not seen cities and counties come together successfully without a comprehensive plan in place that details specific project and program requirements.	8/20/2018 4:12 PM
7	We have no site preference and, as your advisor, would hope that you would evaluate these options before you launch a procurement. As you can see from our ranking in #30 above, we do not think it is a good idea to be too open-ended in the procurement.	8/20/2018 3:46 PM
8	Co-location of city and county functions will maximize efficiency and reduce the complexity introduced by involving sites at the Airport or elsewhere. The Airport could be a good location for certain uses and should be explored, however. We would also want to understand the county's attitude towards preservation of newer vintage buildings (fleet building, sheriff's office, etc.) and the city's preferred locations in downtown Santa Rosa.	8/20/2018 3:11 PM
9	We believe it is too early in the project development phase to provide a full response to preference for co-location. We would look to work with the City and County to analyze the benefits and considerations for each structure.	8/20/2018 3:09 PM
10	The existing locations are a known quantity for both residents and employees, and may be easier to move forward. Co-location downtown could provide a dynamic work environment and influx of employees to further activate the city; this could spur additional development. The other two options have more unknown factors, thus neutral.	8/20/2018 2:53 PM
11	Economies and efficiencies siting both facilities on same campus footprint.	8/20/2018 12:53 PM
12	Based on past experience, we believe that it would be most efficient for the County and City to be co-located in the same space. This "single solution" would allow for better access to transit and create additional opportunities for improved/additional amenities (commercial, housing, retail, etc.) than if the County and City staff/offices were spread throughout county.	8/20/2018 10:36 AM
13	The City and County should have control over / own the sites being considered. Given the County doesn't own or control land at the airport, that option is of little interest.	8/20/2018 6:48 AM
14	I believe the City and County should drive the decision on where to locate their improvements (not the private sector).	8/20/2018 5:20 AM
15	My preference is the approach that maximizes public benefit and efficiency. The equation that works will need public impute.	8/17/2018 10:44 AM
16	The lack of a fully vetted vision makes it difficult to assess the optimization of the assets.	8/17/2018 9:33 AM
17	We are agnostic as to the site as long as it is clearly specified before the start of the competitive process and assuming an 100% availability based P3 transaction.	8/17/2018 7:05 AM

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18	Yes, we would appreciate the opportunity – at various aspects of your scope of work – to submit an AECOM proposal and would be specifically suited to provide owner’s representative services and program, project and construction management support services. The delivery of programs and projects similar to your current needs is AECOM’s core business.	8/17/2018 3:42 AM
19	Larkfield needs serious help stimulating it's economy.	8/16/2018 7:41 AM
20	Co location and utilizing similar spaces can be a benefit to the tax payer.	8/14/2018 11:26 AM
21	As you can see, we are open with regard to location. We'd absolutely like the City/County to own the properties wherever they are located, or be controlled by the City or County.	8/13/2018 2:32 PM
22	As a creative, problem solving A/E firm committed to collaboratively conceiving and delivering design excellent projects each scenario above is of interest.	8/7/2018 2:13 PM
23	All scenarios represented above offer unique opportunities from a design perspective. Existing locations can inform future development based on existing programs of neighboring facilities. New locations can provide opportunities to master plan a new campus, identify new programs, etc.	8/5/2018 10:02 AM
24	Need to see the terms and details of the solicitation.	8/3/2018 1:40 PM
25	A neutral interest is indicated at this stage as the project scope and cost, entitlement procurement, and market considerations are not defined or quantifiable.	8/1/2018 10:12 AM
26	All options are reasonable.	7/31/2018 5:20 PM
27	Traffic	7/31/2018 5:04 PM

Q33 If any of these locations had expedited permitting or financial incentives, would that create a significantly more attractive opportunity? And if yes, please indicate below what other incentives might create significantly more attractive opportunities.

Answered: 46 Skipped: 25



ANSWER CHOICES	RESPONSES
Yes	91.30% 42
No	8.70% 4
Total Respondents: 46	

#	PLEASE EXPLAIN WHY OR WHY NOT.	DATE
1	This is a risk allocation question and multiple factors will have to be analyzed to determine which location is most beneficial to the project.	9/12/2018 1:26 PM
2	Zero cost lease for any city/county owned property.	8/21/2018 1:10 PM
3	Expedited permitting and financial incentives directly affect the project economics. Permitting decreases the schedule, resulting in a tangible impact on the project's financial model. Financial incentives can also drive a developer to more efficiently manage risks (such as construction schedule). The most important "financial incentive" can be local funding of off-site infrastructure that would otherwise need to be funded by the developer. Those required items would be identified through the CEQA (California Environmental Quality Act) process as mitigating elements.	8/21/2018 11:35 AM
4	Development option(s) for the existing City Hall site, or any vacated County properties.	8/21/2018 11:25 AM
5	Would incentives make the opportunity more attractive? a. Yes b. Expedited permitting or financial incentives would make the opportunity more attractive as well as securing better value for the County / City. Any form of structure or commitment by the County / City that increases certainty or directly reduces cost helps the Project. For example, a commitment to an expedited permitting process allows bidders to minimize the design and construction schedule and remove risk premiums from price, both of which reduce the cost of the project. c. If any form of voter approval is required, ensure this is secured before soliciting proposals from the market. d. Other ideas that may assist: i. Zero (or reduced) cost of permitting. ii. CEQA. Streamlined and proactive process. iii. Relief from property taxes for a defined number of years following completion.	8/21/2018 9:55 AM
6	expedited permitting, expedited re-zoning, density bonuses, stipend for competition.	8/20/2018 4:12 PM
7	The Federal Tax exemption is a huge benefit the City and County should capitalize on.	8/20/2018 3:46 PM

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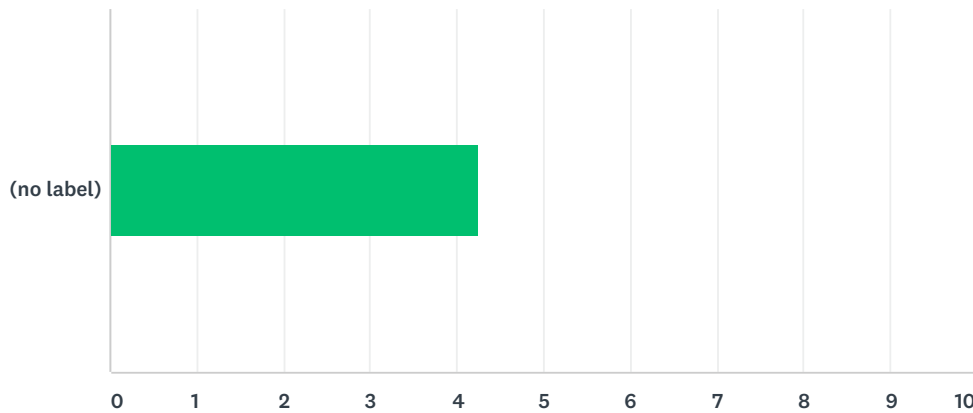
8	City assistance in fast-tracking the project. City/county Incentives to help close the gap between debt and equity financing.	8/20/2018 3:18 PM
9	Entitlements take a long time, and any reduction in the timeline for discretionary approvals would greatly improve a project's viability. Financial incentives would also be welcomed, but without more information about what the incentives might be it is difficult to opine on their attractiveness.	8/20/2018 3:11 PM
10	Yes. In our experience working with marketplace participants, such incentives generate a more attractive opportunity. Additionally, to the extent the City and County are able to offer incentives around zoning requirements for development that could create more value for developers.	8/20/2018 3:09 PM
11	Environmental approvals, entitlements and permitting all provide significant risks to a project's viability, costs and timeline. Mitigating these risks through pre-approvals and expediting provides a significant incentive to developers. Providing extensive information on site conditions, sub-surface utility conditions and related factors contributing to site development costs will help proponents manage these risks. Addressing any identified deficiencies with public resources will provide further incentive.	8/20/2018 2:53 PM
12	N.A	8/20/2018 12:53 PM
13	Yes, we would be very interested in locations that had expedited permitting and/or financial incentives. Permitting can be a large risk. If the County/City chose to control and manage that risk and allow for an expedited permitting process, we could better control cost and schedule, making the opportunity more attractive. Financial incentives are beneficial because it allows us to offer lower lease rates to the tenants, allowing the building(s) to be more competitive in the larger marketplace.	8/20/2018 10:36 AM
14	The location should be immediately available.	8/20/2018 6:48 AM
15	location within an "opportunity zone" or New Market Tax Credit Zone	8/20/2018 5:20 AM
16	Less cost	8/17/2018 1:38 PM
17	Expedited Permitting is highly beneficial. Not so much financial incentives.	8/17/2018 10:44 AM
18	Expedited transactions-one-stop shopping approach/hub transaction	8/17/2018 10:06 AM
19	Accelerated entitlement process.	8/17/2018 9:33 AM
20	fast tracking the entitlement/approval process is even more important than the permitting process	8/17/2018 9:09 AM
21	Expedited permitting would be a significant incentive for two primary reasons. One, it addresses a significant schedule risk when associated with a fixed-price, date-certain contract model. If the City or County can commit to specific timelines for permitting, with contractual relief if the timelines are not met, then this risk is substantially diminished. Two, in the context of this opportunity offered by the City and/or County, there is a potential conflict of interest which would be alleviated by an expedited permit process. Specifically, if the City and/or County is the contractual counterparty to the private partner, but also the authority having jurisdiction for permitting, there may be a concern regarding the potential for unfair delays to permitting as a means to apply pressure for some unrelated contractual issue.	8/17/2018 7:05 AM
22	Both are attractive as they allow for you and AECOM to expedite the schedule and scope of the project. We look forward to discussing with you the options for both within the RFP. We recommend an approach to financial incentives based on mutually agreeable KPIs.	8/17/2018 3:42 AM
23	We're in a rising interest-rate market. The sooner we can get to market project delivery for better rates we would anticipate obtaining. This would immediately reflect in longer-term lower cost of occupancy to the governmental entities. Therefore entitled sites expedite the process. We would also hope that sites could be delivered free of any hazmat material and therefore be environmentally clean. Also, do you technical conditions and stability of soil's aren't important factor for consideration as his topography of sites selected.	8/16/2018 9:08 PM
24	Real estate contributions, tax waivers, hotel tax waivers, code waivers	8/16/2018 5:26 PM
25	Not sure about impacts relative to incentives. Permitting speed is not often on the critical path for a project.	8/15/2018 2:43 PM
26	California entitlements are as rigid as any State, so being able to obtain CEQA approvals in a timely manner will be an important advantage.	8/13/2018 2:32 PM
27	Risk reduction is paramount	8/8/2018 8:52 PM
28	Well conceived incentives are beneficial to projects.	8/7/2018 2:13 PM

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29	Don't know. This is outside our area of expertise.	8/3/2018 2:01 PM
30	Expedited building permitting is helpful, however the entitlement processing particularly CEQA approval with a defined Master Plan would reduce project financial risk factors.	8/1/2018 10:12 AM
31	Expedite permits, give parking breaks for development, increase FAR	7/31/2018 7:22 PM
32	We can work with all options, incentives or not.	7/31/2018 5:20 PM
33	Include telecommunications infrastructure requirements in CEQA filings. Locate telecommunications infrastructure where neighbors will not be impacted for permit process.	7/31/2018 5:04 PM

Q34 How likely is your firm or organization to submit a proposal for any subsequent RFQ/RFP, if issued?

Answered: 50 Skipped: 21



	VERY LIKELY	SOMEWHAT LIKELY	SOMEWHAT UNLIKELY	VERY UNLIKELY	UNCERTAIN AT THIS TIME	TOTAL	WEIGHTED AVERAGE
(no label)	64.00% 32	20.00% 10	2.00% 1	4.00% 2	10.00% 5	50	4.24

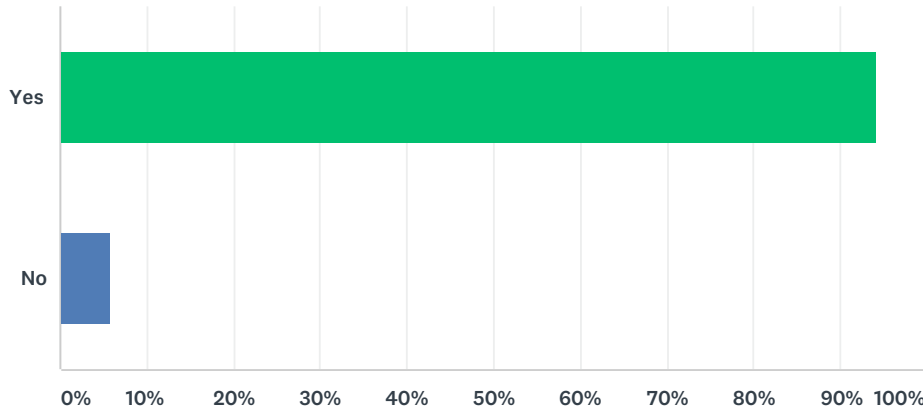
#	PLEASE EXPLAIN.	DATE
1	Our determination will be based on the makeup of each bundle, the risk allocation and alignment, and the necessity to provide team members expertise outside of our core business model. Please refer to answers to questions 16 and 18 for our ideals.	11/12/2018 4:09 PM
2	Our objective is to advise the County for its procurement of the project. We will not be bidding on this project in a developer team.	9/12/2018 1:26 PM
3	Our strengths align with the needs of this project.	8/21/2018 1:10 PM
4	WSP views Government Center Developments projects as very attractive because our firm's technical abilities match these assets' requirements. Live-Work-Play communities continue to be embraced by a growing number of cities as part of a strategy for accommodating growth and realizing economic development while improving livability. From planning through design, to construction and start-up, urban community projects are complex and require interdisciplinary development strategies. Our firm has worked on 106 P3 projects and closed 60 P3 transactions in North America. We have served as the owner's advisor on more than 65% of our transactional project history in the United States. As a result, we would likely have an interest in serving as an owner's advisor or become a part of a developer's team if the City and County were to pursue this project.	8/21/2018 11:35 AM
5	Will depend whether there is an opportunity for small business or not.	8/21/2018 11:25 AM
6	Depends on the specific property offering and development plan.	8/21/2018 11:02 AM
7	How likely are we to submit a proposal to a subsequent RFQ/RFP? a. Very Likely b. As described, we are advisors and we are skilled and very interested in providing services to the County / City to assist you in structuring and executing the procurement of your project. We can tailor our services to meet your budget. c. We recognize that the services of consultants can be a material current cost. However, we suggest that such costs are placed into the perspective of a well-planned, well-structured project that achieves a best value outcome. There is a material body of quantitative evidence that demonstrates; well-planned projects save many millions of dollars in outcomes (potentially in the range of 15-20% of the project's overall costs), that far exceed the cost of advisors and internal resources committed to the planning effort.	8/21/2018 9:55 AM

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8	At KTGy we specialize in residential planning and design across every scale, typology and density of housing out there. As the second largest residential design firm in the country with an office in Oakland and with projects throughout Marin, Sonoma and Napa counties we feel compelled to contribute to the visioning and development of what could be one of the most significant and meaningful development opportunities in the Bay Area in a generation. We have been involved in several large scale public-private-partnerships to date, most recently in Irvine, CA at the El Toro Great Park site, working closely with City and County officials alongside our private development partner. I was personally involved in the pursuit and subsequent negotiations for the downtown Napa Civic Center Mixed-use Gateway project. We would be more than happy to share our experiences and perspectives gained from our participation on similar P3 developments.	8/20/2018 4:12 PM
9	For advisory services.	8/20/2018 3:46 PM
10	We would prefer to assist the city and county in their fact-gathering and planning efforts at this early stage and then see if there is an opportunity to work together to redevelop these sites. We have found that the RFQ/RFP process can be somewhat arduous and cause friction in the community.	8/20/2018 3:11 PM
11	We are optimistic that there will be projects out of this development that align with our expertise and we would enjoy working with the County of Sonoma and City of Santa Rosa on this transformative development in some form or manner.	8/20/2018 2:53 PM
12	The potential government center(s) is an attractive opportunity to partner with a world-class client to deliver potential government center projects and amenities that will help "enrich the community's quality of life and create economic vitality." Given our experience with similar projects (P3, design-build, and California-based) and our vested interest in the Sonoma County/Northern California community, we would be thrilled to partner with the County and City to develop such an exciting and necessary project. We would welcome the opportunity to meet with Sonoma County and the City of Santa Rosa to discuss our survey responses and provide our insight on the P3 procurement process.	8/20/2018 10:36 AM
13	Having toured the existing buildings and available sites, there is clearly a strong need for the project. Using our experience on other local government projects, we believe we can develop a compelling solution.	8/20/2018 6:48 AM
14	California P3's are a core market for Atwater Infrastructure Partners	8/20/2018 5:20 AM
15	Depends on what we are focused on	8/17/2018 1:38 PM
16	In particular our, Trammel Crow group will have their own opinion. We will forward the survey to them as well.	8/17/2018 9:33 AM
17	We are very interested in the region	8/17/2018 9:09 AM
18	We are very likely to submit on the RFP based on receiving from you: a detailed project program, performance criteria, program and project budgets, master schedule and a well-defined scope of services and deliverables. We look forward to discussions and agreements relating to the financial feasibility of the program/project for you and AECOM, and the ability to arrive at mutually agreeable terms and conditions.	8/17/2018 3:42 AM
19	Again, subject to a thorough review of the Solicitation.	8/13/2018 2:32 PM
20	Based on the nature of the RFQ/RFP (e.g. P3 development procurement), we would be interested in submitting a proposal for planning and design services as well as being part of a developer team.	8/5/2018 10:02 AM
21	As an architectural firm, we would not be the lead entity on the proposal. But we would do everything possible to be a member of a development team that shares our values and objectives.	8/3/2018 2:01 PM
22	It will depend on the RFP project scope, master plan, entitlement risk and market factors.	8/1/2018 10:12 AM
23	The complications for an Architect is to secure a developer to pursue a project like this.	7/31/2018 7:22 PM
24	Participation depends entirely on the size of anticipated project, and whether or not we believe we can be competitive.	7/31/2018 5:20 PM
25	Telecommunications infrastructure development.	7/31/2018 5:04 PM

Q35 Recognizing best practices from other jurisdictions we anticipate that more in depth conversations would be helpful. Would you be interested in participating in a follow-up meeting or telephone conversation for eliciting further feedback from you?

Answered: 51 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	94.12%	48
No	5.88%	3
TOTAL		51