

# COUNTY OF ALAMEDA



## REQUEST FOR PROPOSAL

for

## ECONOMIC DEVELOPMENT CONSULTING SERVICES

For complete information regarding this project, see Request for Proposal (RFP) posted at [County of Alameda Procurement Portal](https://procurement.opengov.com/portal/acgov) [https://procurement.opengov.com/portal/acgov] or contact the County representative listed below.

Thank you for your interest!

Contact Person: Marie Suvansin

Phone Number: (510) 670-6103

Email Address: [marie.suvansin@acgov.org](mailto:marie.suvansin@acgov.org)

**RESPONSE DUE by 5:00 p.m. on May 15, 2026**  
through

**Alameda County Community Development Agency**  
**Economic & Civic Development Department**

# CALENDAR OF EVENTS

## REQUEST FOR PROPOSAL ECONOMIC DEVELOPMENT CONSULTING SERVICES

EVENT	DATE/LOCATION
Request Issued	April 13, 2026
Proposers Conference	April 20, 2026 @ 1 PM  <i>ATTEND ONLINE:</i> <a href="https://bit.ly/4uYGIOa">https://bit.ly/4uYGIOa</a>
Written Questions Due via the “Question & Answer” tab of this project in the <a href="#">County of Alameda Procurement Portal</a>	April 24, 2026 by 5:00 p.m.
List of Attendees	April 27, 2026
Questions & Answers Issued	May 4, 2026
Addendum Issued [only if necessary to amend RFP]	May 4, 2026
Response Due and Submitted via Email	May 15, 2026 by 5:00 p.m
Evaluation Period	May 15, 2026 – June 1, 2026
Proposer Interviews	Week of May 25, 2026
Notice of Intent to Award Issued	June 2, 2026
Board Consideration Award Date	July 14, 2026
Contract Start Date	July 1, 2026

**NOTE: All dates are tentative and subject to change.**

**COUNTY OF ALAMEDA**  
**REQUEST FOR PROPOSAL**  
**SPECIFICATIONS, TERMS & CONDITIONS**  
**for**  
**ECONOMIC DEVELOPMENT CONSULTING SERVICES**

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EXHIBIT A  
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**I. STATEMENT OF WORK**

**A. INTENT**

The intent of the Specifications, Terms, and Conditions section is to describe the economic development consulting services that this RFP seeks to procure.

The RFP contains two scopes of work, one for the Economic and Civic Development Department (ECD) and one for the Surplus Property Authority (SPA). The RFP may result in the selection of one or multiple Proposers, with separate agreements for ECD and SPA.

The County intends to award a 3-year contract (with the option to renew for 2 years) to the Proposer(s) that most conform to the RFP and meet the County's requirements.

The estimated budget for both the ECD and SPA agreements is \$300,000 (2-\$150,000 agreements).

**B. SCOPE**

ECD is seeking a Proposer to provide economic development services for the unincorporated communities in Alameda County, specifically: Castro Valley, San Lorenzo, Ashland, Cherryland, Sunol, and the rural winegrowing region in unincorporated East County. Services needed will range from analyses of retail market demand and key development projects and suggestions of innovative approaches to post-redevelopment financing, to strengthening of efforts to support food-related businesses and implementation of an upcoming new economic development strategic plan. The Proposer will also assist ECD with the reuse of former Redevelopment Agency properties, including the historic Lorenzo Theater and 20095 Mission Boulevard. Services needed may include the review of proformas for affordable housing and other developments.

SPA is seeking a Proposer to assist with the disposition of properties. Services needed include market analysis, Surplus Land Act compliance, assisting in the preparation and review of requests for proposals, and supporting the preparation of exclusive negotiation agreements and other disposition-related documents associated with SPA-owned properties.

Proposers may respond to the scope of work for only ECD, only SPA, or for both ECD and SPA.

C. PROPOSER QUALIFICATIONS

1. PROPOSER Minimum Qualifications

- a. Proposer must be regularly and continuously engaged in the business of providing economic development consulting services for at least 5 years, which must be clearly stated or demonstrated in the response.
- b. Proposer must possess all permits, licenses, and professional credentials necessary to perform services specified under this RFP. Unless noted otherwise in the RFP, including any Addendum, Proposer is not required to submit copies or verification of the permits, licenses and credentials; however, Proposer must provide such proof if requested by County.

D. DELIVERABLES / REPORTS

1. If and once selected, Proposer must create a scope and budget for specific projects as requested. The selected Proposer must attend regularly scheduled meetings as dictated by CDA staff, during which time specific projects will be determined and discussed. Deliverables that may arise include presentations, meetings with commissions and stakeholders, and feasibility analyses of various projects.

E. PROPOSERS CONFERENCE

1. The Proposers Conference on April 20, 2026 at 1 PM will be held remotely:

Teams Meeting:

<https://bit.ly/4uYGIOa>

Meeting ID: 276 719 763 059 47

Passcode: pK7E7ur7

Dial in by phone

+1 415-915-3950,,540084249# United

States, San Francisco

(888) 715-8170,,540084249# United

States (Toll-free)

2. Information regarding the RFP will be presented during the conference.
3. The Proposers Conference will be held to:
  - a. Provide an opportunity for Proposers to request clarification on this RFP and ask specific questions about the project.

- b. Provide an opportunity for Small Local Emerging Businesses (SLEBs) and large firms to network and develop subcontracting relationships to participate in the contract(s) that may result from this RFP.
4. The Proposers Conference Attendees List will be released in a separate document on the Procurement Portal.
5. Written questions submitted by the stated deadline will be addressed in a posted RFP Questions and Answers (Q&A) following the Proposers Conference. Should there be a need to amend or revise the RFP, an Addendum will be issued. Any verbal statements, including at any Proposers Conference, are not binding. Only the written documents will be binding.
6. Questions regarding these specifications, terms, and conditions are to be submitted in writing through the “Question & Answer” tab of this project in the [County of Alameda Procurement Portal](#) by 5:00 p.m. on April 24, 2026.
7. Attendance at the Proposer Conference is highly recommended but not mandatory.

## II. COUNTY PROCEDURES, TERMS, AND CONDITIONS

### F. EVALUATION CRITERIA / SELECTION COMMITTEE

1. **Initial Evaluation (Completeness of Response and Debarment and Suspension).** All proposals will first be reviewed to determine if they pass the initial Evaluation Criteria (Section A), which are determined on a pass/fail basis.
2. **Evaluation by County Selection Committee.** All proposals that have passed the initial Evaluation Criteria will be evaluated by a County Selection Committee (CSC). The CSC may be composed of County staff and other parties that may have expertise or experience related to the goods or services that are being procured. The CSC will score the proposals according to the Evaluation Criteria set forth in this RFP. Other than the initial pass/fail Evaluation Criteria, the evaluation of the proposals will be within the sole judgment and discretion of the CSC.
3. **Unrealistic Proposals.** Proposers should bear in mind that any proposal that is unrealistic in terms of the technical or schedule commitments or unrealistically high or low in cost may be deemed reflective of an inherent lack of technical knowledge or indicative of a failure to comprehend the complexity and risk of the County’s requirements as set forth in this RFP.
4. **Price Discrepancy.** In the case of a discrepancy between the unit price and an extension, the unit price will be used for evaluation purposes.

5. **Evaluation Criteria Descriptions.** The items listed in the Evaluation Criteria should be considered as minimum requirements. All information contained in a proposal and presented in proposer interviews will be considered during the evaluation process and included in scoring within the appropriate Evaluation Criteria.
6. **Evaluation Scores.** Proposals will be evaluated and scored on the zero to five-point scale within each Evaluation Criteria below. Scores for all Evaluation Criteria (see the section below) will then be added, according to their assigned weight (below), to arrive at a weighted score for each proposal. A proposal with a higher-weighted total will be deemed of higher quality than a proposal with a lesser-weighted total.
7. **Shortlist Process.** The evaluation process may include a two-stage approach including a preliminary evaluation of the written proposal and preliminary scoring to develop a shortlist of Proposers that will continue to the final stage of interview. All Proposers will be notified of the shortlist participants; however, the preliminary scores at that time will not be communicated.
8. **Reference Checks.** The County reserves the right to conduct reference checks on Proposers who submitted a proposal. The CSC will then score the reference checks to be included in the final score.
9. **Proposer Interviews.** The County may in its sole discretion, conduct proposer interviews. Should the County opt to conduct a proposer interview, the interview may include responding to standard and specific questions from the CSC regarding the submitted proposal. The score of any evaluation criterion below may be revised or informed based on the proposer interview.
10. **Final Score.** The final maximum score for any procurement is 550 points, including the possible 50 points for local and small, local and emerging, or local preference points (maximum 10% of the final score; derived from 5% for local preference and 5% for either Small and Local or Emerging and Local preference). Proposals will be ranked by their final scores.
  - a. *With Vendor Interview.* In procurements where there are proposer interviews, the CSC will consider the interview and may adjust the scores received by the evaluation of the written proposal which, with the reference scores added, will be the final score.
11. **Contact During Evaluation Process.** All contact during the evaluation phase must be through the Community Development Agency only. Proposers must neither contact nor lobby CSC during the evaluation process. Attempts by Proposers to contact and/or influence members of the CSC may result in disqualification of Proposers.

12. **Determining Award.** As a result of this RFP, the County intends to award a contract to the highest-ranked responsible Proposer(s), as determined by the combined weight of the Evaluation Criteria, whose response conforms to the RFP and whose proposal presents the greatest value to the County considering all Evaluation Criteria. The combined weight of the Evaluation Criteria is greater in importance than the cost in determining the best value to the County. The County may award a contract of higher qualitative competence over the lowest priced response.

13. The zero to five-point scale range is defined as follows:

0	Not Acceptable	Non-responsive, fails to meet RFP specifications. The approach has no probability of success. If the unmet specification is a mandatory requirement, this score may result in the disqualification of the proposal.
1	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving objectives per RFP.
2	Fair	Has a reasonable probability of success; however, some objectives may not be met.
3	Average	Acceptable and likely to achieve all objectives in a reasonable fashion per RFP specification. This will be the baseline score for each item with adjustments based on the interpretation of the proposal by CSC members.
4	Above Average / Good	Better than that which is average or expected as the norm. Excellent probability of success in achieving all objectives of the RFP requirements and expectations.
5	Excellent / Exceptional	Exceeds expectations, is very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success in achieving all objectives and meeting RFP specifications.

14. The Evaluation Criteria and their respective weights are as follows:

	Evaluation Criteria	Weight
A.	<p><b>Completeness of Response:</b></p> <p>Responses to this RFP must be complete. Responses must address all the requirements identified within this RFP and all related documents, including any Addenda. Failure to meet the Proposer Minimum Qualifications may also be considered an</p>	Pass/Fail

	incomplete response and may result in the disqualification of the Proposer.	
	<p><b>Debarment and Suspension:</b></p> <p>Proposers, its principal, and named subcontractors are not identified on the list of Federally debarred, suspended, or other excluded parties located at <a href="http://www.sam.gov/SAM">www.sam.gov/SAM</a>.</p>	Pass/Fail
B.	<p><b>Description and Understanding of Proposed Services:</b></p> <p>How well has the Proposer demonstrated a thorough understanding of the purpose and scope of the project?</p>	125 Points
C.	<p><b>Relevant Experience:</b></p> <p>How much experience does the Proposer have with similar projects and is the experience relevant?</p>	125 Points
D.	<p><b>Methodology:</b></p> <p>How well does the methodology depict an effective approach to fulfilling the requirements of the RFP?</p>	125 Points
E.	<p><b>Proposer Interview and Reference Checks</b></p> <p>Proposers may be selected for an interview based on a shortlist process. Proposers may also be subject to reference checks.</p>	125 Points
<b>SMALL LOCAL EMERGING BUSINESS PREFERENCE</b>		
	<p><b>Local Preference:</b> Points equaling 5% of Proposer’s total score for the above Evaluation Criteria will be added. This will be the Proposer’s <u>final score</u> for purposes of award evaluation.</p>	5%
	<p><b>Small and Local or Emerging and Local Preference:</b> Points equaling 5% of Proposer’s total score for the above Evaluation Criteria will be added. This will be the Proposer’s <u>final score</u> for purposes of award evaluation.</p>	5%

G. CONTRACT EVALUATION AND ASSESSMENT

1. During the initial 120-day period of any contract awarded, the County may review the proposal, the contract, any goods or services provided, and/or meet with the Contractor to identify any issues or potential problems.
2. The County reserves the right to determine, at its sole discretion, whether:
  - a. The Contractor has complied with all terms of this RFP and the contract;  
and
  - b. Any problems or potential problems with the proposed services were evidenced, which makes it unlikely (even with possible modifications) that such services have met or will meet the County requirements.
3. If, as a result of such determination, the County concludes that it is not satisfied with the Contractor's performance under any awarded contract and/or Contractor's services as contracted for therein, the Contractor may be notified that the contract is being terminated. The Contractor must be responsible for returning County facilities to their original state at no charge to the County. The County will have the right to invite the next qualified Proposer(s) to enter into a contract. The County also reserves the right to re-bid this project if it is determined to be in its best interest to do so. The County's right to go to the next qualified Proposer(s) and/or rebid is not limited by the award of a contract or the 120-day period.

H. NOTICE OF INTENT TO AWARD

1. At the conclusion of the RFP response evaluation period, all Proposers will be notified in writing by email of the contract award recommendation, if any, by Community Development Agency. The document providing this notification is the Notice of Intent to Award/Non-Award.

The Notice of Intent to Award/Non-Award will provide the following information:

- a. The name(s) of the Proposer(s) being recommended for contract award;  
and
  - b. The names of all other parties that submitted proposals.
2. The submitted proposals will be made available upon request no later than five calendar days before approval of the award and contract is scheduled to be considered by the Board of Supervisors.

I. PROTEST / APPEALS PROCESS

The County of Alameda prides itself on the establishment of fair and competitive contracting procedures and the commitment made to follow those procedures. The following is provided in the event that Proposers wish to protest the process or appeal the recommendation to award a contract once the Notices of Intent to Award/Non-Award have been issued. Protests submitted prior to issuance of the Notices of Intent to Award/Non-Award will not be accepted by the County.

1. Any protest must be submitted in writing by 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the Notice of Intent to Award/Non-Award, not the date received by the Proposer. The protest must be submitted to the office that has been designated for review of protests for this procurement (the Protest Evaluator). For this procurement, the Protest Evaluator is:

Marie Suvansin  
224 W. Winton Avenue, Room 110  
Hayward, CA 94544  
Email: [marie.suvansin@acgov.org](mailto:marie.suvansin@acgov.org)

A protest received after 5:00 p.m. is considered received as of the next calendar day. A protest received after 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the Notice of Intent to Award/Non-Award will not be considered under any circumstances by the Protest Evaluator or their designee.

Generally, the County will promptly send an email acknowledging receipt of the protest; it is the responsibility of the protestor to confirm that the protest was timely received.

- a. The protest must contain a complete statement of the reasons and facts for the protest.
- b. The protest must refer to the specific portions of all documents that form the basis for the protest.
- c. The protest must include the name, address, email address, and telephone number of the person submitting the protest on behalf of the protesting party.
- d. Department Representatives will send a notification to Proposers if a protest is received.

2. The Protest Evaluator, or their designee, will review and evaluate the protest and issue a written decision. The Protest Evaluator may, at its discretion, do any of the following: investigate the protest, obtain additional information, provide an opportunity to settle the protest by mutual agreement, and/or schedule a meeting(s) with the protesting Proposer and others (as appropriate) to discuss the protest. The decision on the protest must be final prior to the Board hearing.

A notification of the decision will be communicated by email and/or US Postal Service mail to the protestor. Notification will be provided to Proposers when a decision has been made on the protest and whether or not the recommendation to the Board of Supervisors in the Notice of Intent to Award/ Non-Award will stand.

3. The decision on the protest by the Protest Evaluator may be appealed to the Auditor-Controller's Office of Contract Compliance & Reporting (OCCR) located at 1221 Oak St., Room 249, Oakland, CA 94612, Email: [OCCR@acgov.org](mailto:OCCR@acgov.org), unless the OCCR determines that it has a conflict of interest in which case an alternate will be identified to hear the appeal and all steps to be taken by OCCR will be performed by the alternate. The Proposer whose proposal is the subject of the protest, all Proposers affected by the Protest Evaluator's decision on the protest, and the protestor have the right to appeal if they feel the Protest Evaluator's decision is incorrect. All appeals to the Auditor-Controller's OCCR must be in writing and submitted within SEVEN (7) calendar days following the issuance of the decision, not the date the decision is received by the Proposer. An appeal received after 5:00 p.m. is considered received as of the next calendar day. An appeal received after 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the decision by the Protest Evaluator will not be considered under any circumstances by the Auditor-Controller OCCR or their designee.
  - a. The appeal must specify the decision being appealed and all the facts and circumstances relied upon in support of the appeal.
  - b. In reviewing protest appeals, the OCCR will not re-judge the proposal(s). The appeal to the OCCR must be limited to a review of the procurement process to determine if the contracting department materially erred in following the proposal or, if applicable, County contracting policies or other laws and regulations.
  - c. The appeal to the OCCR must be limited to the grounds raised in the original protest and the written decision by the Protest Evaluator. As such, a Proposer is prohibited from stating new grounds for a protest in its appeal.

- d. The Auditor's Office may overturn the results of a proposal process for ethical violations by Procurement staff, County Selection Committee members, subject matter experts, or any other County staff managing or participating in the competitive proposal process, regardless of timing or the contents of a proposal protest.
  - e. The finding of the Auditor-Controller's OCCR is the final step of the appeal process. A copy of the finding of the Auditor-Controller's OCCR will be furnished to the protestor.
  - f. The finding on the appeal must be issued before a recommendation to award the contract is considered and contract awarded by the Board of Supervisors.
4. The procedures and time limits set forth in this section are mandatory and are each Proposer's sole and exclusive remedy in the event of a proposal protest. A Proposer's failure to timely complete both the proposal protest and appeal procedures will be deemed a failure to exhaust administrative remedies. Failure to exhaust administrative remedies, or failure to comply otherwise with these procedures, will constitute a waiver of any right to further pursue the proposal protest, including filing a Government Code Claim or legal proceedings.

J. TERM / TERMINATION / RENEWAL

1. The contract term, which may be awarded pursuant to this RFP, will be 3 years.
2. By mutual agreement, any contract, which may be awarded pursuant to this RFP, may be extended for an additional 2-years.
3. The County has and reserves the right to suspend, terminate or abandon the execution of any work, services and/or providing of goods by the Contractor without cause at any time upon giving the Contractor prior written notice. In the event that the County should abandon, terminate or suspend the Contractor's work, services and/or providing of goods, the Contractor will be entitled to payment for services provided hereunder prior to the effective date of said suspension, termination, or abandonment. The County may terminate the contract at any time for cause without written notice upon a material breach of contract or substandard or unsatisfactory performance by the Contractor. In the event of termination with cause, the County reserves the right to seek any and all damages from the Contractor. In the event of such termination, with or without cause, the County reserves the right to invite the next highest-ranked Proposer to enter into a contract or rebid the project if it is determined to be in its best interest to do so.

K. AWARD

1. Most Responsive and Responsible Proposer(s)
  - a. The award will be made to the highest-ranked Proposer(s) who meet the requirements of these specifications, terms, and conditions.
  - b. Awards may also be made to the subsequent highest ranked Proposer(s) who will be called in order should the County need to contract with another Proposer(s).
  - c. An award will be recommended for the Proposer(s) that submitted the proposal(s) that best serves the overall interests of the County by attaining the highest overall point score. The award may not necessarily be made to the Proposer(s) with the lowest price.
  
2. Small Local Emerging Business (SLEB) Program
  - a. Small and Emerging Locally Owned Business: The County is vitally interested in promoting the growth of small and emerging local businesses by means of increasing the participation of these businesses in the County's purchase of goods and services.
  - b. As a result of the County's commitment to advancing the economic opportunities of these businesses, **Proposers must meet the County's Small and Emerging Locally Owned Business requirements in order to be considered for the contract award.** These requirements can be found online at:
    - (1) [Alameda County SLEB Program Overview](http://acgov.org/auditor/sleb/overview.htm)  
[<http://acgov.org/auditor/sleb/overview.htm>]; and
    - (2) [Alameda County SLEB Program Additional Information](https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/)  
[<https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/>]
  - c. For purposes of this procurement, applicable industries include, but are not limited to, the following North American Industry Classification System (NAICS) Code(s): 541611, 541690.
  - d. A small business is defined by the United States Small Business Administration (SBA) as having no more than the number of employees or average annual gross receipts over the last three years required per SBA standards based on the small business's appropriate NAICS code.

- e. An emerging business is defined by the County as having either annual gross receipts of less than one-half that of a small business OR having less than one-half the number of employees AND that has been in business less than five years.
- f. If a Proposer is certified by the County as either a small and local or an emerging and local business (SLEB), the County will provide up to 5% preference for procurements over \$25,000.
- g. If a Proposer is located within Alameda County, the County may provide a 5% local preference.

3. County Rights

- a. The County reserves the right to reject any or all responses that materially differ from any terms contained in this RFP, including Exhibits and any Addendums, to waive informalities and minor irregularities in responses received, and to provide an opportunity for Proposers to correct minor and immaterial errors contained in their submissions. The decision as to what constitutes a minor irregularity will be made solely at the discretion of the County.
- b. Any proposals that contain false or misleading information may be disqualified by the County.
- c. The County reserves the right to award to a single or multiple Contractors.
- d. The County reserves the right to conduct additional procurements for the same or similar goods and/or services or to award to additional contract(s), including to other Proposer(s), during the term of the contract if it determines that additional Contractors are needed to supplement goods and/or services being provided.
- e. The County has the right to decline to award this contract or any part thereof for any reason.

4. Procedures

- a. Board approval to award a contract is required.
- b. A contract must be fully executed by the recommended awardee and the County prior to any services being provided or work being performed.
- c. The County uses its Standard Services Agreement terms and conditions for purchases and services. Any terms that are not acceptable to a

Proposer must be identified on the [Exceptions and Clarifications](#) form in Exhibit A - Response Packet. Proposer may access a copy of the Standard Services Agreement template at:

- d. The RFP specifications, terms, conditions, Exhibits, RFP Addenda, and proposal may be incorporated into and made a part of any contract that may be awarded as a result of this RFP.

L. INVOICING

1. Contractor must invoice the requesting department, unless otherwise directed by County, upon satisfactory performance of services.
2. County will use reasonable efforts to make payment within 30 days following receipt and review of invoice and complete satisfactory performance of services.
3. County will notify the Contractor of any adjustments or corrections that must be made to receive payment on an invoice.
4. Invoices submitted by the Contractor must contain the County PO number, invoice number, remit to address, itemized goods and/or services description, and price as quoted and must be accompanied by an acceptable proof of delivery and any other information requested by the County.
5. Contractor must utilize a standardized invoice format upon request.
6. Invoices must be issued by, and payments made to, the Contractor who is awarded a contract.
7. The County will pay the Contractor, after receipt and approval of an invoice, monthly or as agreed upon, not to exceed the total contract amount. The County will not pay for services in advance.
8. In the event the Contractor's performance has been deemed unsatisfactory by a review committee, the County reserves the right to withhold future payments until the performance is deemed satisfactory.

M. ACCOUNT MANAGER / SUPPORT STAFF

1. The Contractor must provide dedicated support staff to be the primary contact for all issues regarding the response to this RFP and any contract which may arise pursuant to this RFP.
2. Contractor must also provide adequate, competent support staff that will be able to service the County during normal working hours, Monday through Friday, or as otherwise identified in this RFP. Such representative(s) must be

knowledgeable about the contract, products, and/or services offered and able to identify and resolve quickly any issues, including but not limited to order and invoicing problems.

3. Contractor must provide a dedicated, competent account manager who will be responsible for the County account/contract and receive all orders. Contractor account manager must be familiar with County requirements and standards and work with the Community Development Agency to ensure that established standards are adhered to. This includes keeping the County Contract Administrator informed of department requests as needed.

### III. **INSTRUCTIONS TO PROPOSERS**

#### N. **COUNTY CONTACTS**

1. The Community Development Agency is managing the competitive process for this project on behalf of the County. All contact during the competitive process is to be through the Community Development Agency only. Any communication regarding this RFP with other County personnel may result in disqualification.
2. The evaluation phase of the competitive process will begin upon electronic receipt of proposals and continue until a contract has been awarded.

3. Contact Information for this RFP:

Marie Suvansin  
Alameda County, Community Development Agency  
224 W. Winton Avenue, Room 110  
Hayward, CA 94544  
Email: [marie.suvansin@acgov.org](mailto:marie.suvansin@acgov.org)  
Phone: (510) 670-6103

4. The GSA Contracting Opportunities website and [County of Alameda Procurement Portal](#) will be the official notification posting place of all documents related to this RFP. Each Proposer is responsible for checking the website for any Addendums and other notices related to this RFP. Go to [Alameda County Current Contracting Opportunities](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/) [https://gsa.acgov.org/do-business-with-us/contracting-opportunities/] and [County of Alameda Procurement Portal](https://procurement.opengov.com/portal/acgov) [https://procurement.opengov.com/portal/acgov] to view the posting for this RFP and other current contracting opportunities..

#### O. **SUBMITTAL OF PROPOSALS**

1. Document Submittal

- a. All proposal documents must be submitted by email to [marie.suvansin@acgov.org](mailto:marie.suvansin@acgov.org) by 5:00 p.m. on May 15, 2026.
  - b. The submitted proposal must conform to and include Exhibit A – Response Packet, as amended or revised by Addendum, including additional required documentation. A Proposer may be disqualified if the most current version of Exhibit A, as revised and published through Addenda, is not used.
  - c. In whole or in part, proposal responses are NOT to be marked confidential or proprietary. The County may refuse to consider any proposal or part thereof so marked. Proposals submitted in response to this RFP may be subject to public disclosure, even if marked confidential or proprietary. The County will not be liable in any way for disclosure of any such records. Please refer to the County’s website at [Alameda County Proprietary and Confidential Information Policies](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/proprietary-confidential-information/) (<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/proprietary-confidential-information/>).
  - d. For the proposals to be considered complete, the Proposer **must** provide responses to all information requested in Exhibit A –Response Packet, as revised by any Addenda.
2. Submissions Processes
- a. All costs required for the preparation and submission of a proposal must be borne by the Proposer.
  - b. Only one proposal will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response. For purposes of this requirement, “partnership” will mean, and is limited to, a legal partnership formed under one or more of the provisions of California or other state’s Corporations Code or an equivalent statute.
  - c. The final award information will be posted on the County’s “Contracting Opportunities” website and [County of Alameda Procurement Portal](#).
  - d. The County reserves the right to reject any proposal.
3. Legal Requirements
- a. “In submitting a bid to a public purchasing body, the Bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. or under the Cartwright Act

(Chapter 2, commencing with Section 16700, of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the Bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the Bidder". (California Government Code Section 4552).

- b. By submitting a bid proposal, the Bidder expressly acknowledges that it is aware that if a false claim is knowingly submitted (as the terms "claim" and "knowingly" are defined in the California False Claims Act, Cal. Gov. Code, §12650 et seq.), County will be entitled to civil remedies set forth in the California False Claim Act. Such actions may also be considered fraud and subject to criminal prosecution.
- c. The Bidder, by submitting a proposal, certifies that it is, at the time of bidding, and will be, throughout the period of the contract, licensed by the State of California to do the type of work required under the terms of the RFP and contract documents. Bidder further certifies that it is regularly engaged in the general class and type of work called for in the RFP and contract documents.
- d. The Bidder, by submitting a proposal, certifies that it is not, at the time of bidding, on the California Department of General Services (DGS) list of persons determined to be engaged in investment activities in Iran or otherwise in violation of the Iran Contracting Act of 2010 (Public Contract Code Section 2200-2208).

# EXHIBIT A

## RESPONSE PACKET

### INSTRUCTIONS

1. Please read EXHIBIT A –Response Packet carefully; INCOMPLETE PROPOSALS MAY BE REJECTED. Alameda County will not accept submissions or documentation after the response due date. Successful uploading of a document does not equal acceptance of the document by Alameda County.
2. The proposal must comply with all requirements contained in the RFP. It is strongly recommended that Proposers verify and review all Addenda to confirm the use of the most current forms and provide all information requested.
3. The proposal submission must conform to and include Exhibit A –Response Packet, as amended or revised by Addendum, including additional required documentation. A Proposer may be disqualified if the most current version of Exhibit A, as revised and published through Addenda, is not used.
4. **The following pages require confirmation, declaration, and /or a signature (✍).** These must be either: (1) be printed and have an original signature(s); or (2) be digitally signed via a DocuSign, CongaSign, or other verifiable independent electronic signature services. All signatures must be by an individual authorized to bind the Proposer.
  - a. Exhibit A –Response Packet, Proposer Acceptance
  - b. Exhibit A –Response Packet, Debarment and Suspension Certification
  - c. Exhibit A –Response Packet, Small Local Emerging Business (SLEB) Information Sheet
    - (1) Must be signed by Proposer
    - (2) Must be signed by SLEB Partner if subcontracting to a SLEB
5. Each page of the Response Packet must be submitted by email to [marie.suvansin@acgov.org](mailto:marie.suvansin@acgov.org) as PDF attachment(s) with all required information included and documents attached; any pages of the Response Packet not applicable to the Proposers are to be submitted with such pages or items clearly marked “N/A” or the proposal may be disqualified as incomplete.
6. Proposers must not modify the Response Packet or any other County-provided document unless instructed to do so, or the proposal may be disqualified.
7. Proposers must quote price(s) as specified in the RFP, using the form(s) as amended or revised by any Addenda.

8. Any clarifications or exceptions to policies or specifications of this RFP, including all Addenda and other documents must be submitted in the [\*\*\*Exceptions and Clarifications\*\*\*](#) form of the Response Packet.
9. Proposers must read all information and follow directions in the [\*\*County of Alameda Procurement Portal\*\*](#) project.
10. Proposers who do not comply with the requirements and/or submit incomplete proposal packages are subject to disqualification and their proposals rejected.

**ALAMEDA COUNTY  
COMMUNITY DEVELOPMENT AGENCY**

**EXHIBIT A  
RESPONSE PACKET**

**RFP  
ECONOMIC DEVELOPMENT CONSULTING  
SERVICES**

## PROPOSER INFORMATION

Official Name of Proposer (Company):					
Street Address Line 1:					
Street Address Line 2:					
City:		State:		Zip Code:	
Webpage:					

### Type of Entity / Organizational Structure (check one):

- Corporation
  Joint Venture
  Partnership  
 Limited Liability Partnership
  Limited Liability Corporation
  Sole Proprietor  
 Non-Profit
  Other:

Jurisdiction of Organizational Structure:	
Date of Organizational Structure:	
Federal Tax Identification Number:	
Alameda County Supplier Identification Number (if applicable):	
DIR Contractor Registration Number (if applicable):	

### Primary Contact Information:

Name / Title:			
Telephone Number:		Alternate Number:	
Email Address:			

## TEAM SUMMARY

**Instructions:** Proposer is to provide a **Team Summary**. The table is to include all essential personnel associated with providing services to the County, including collaborating partners.

To appropriately evaluate Proposer's qualifications, the table should include the following information for each key person:

1. Describe the roles of key team members.
2. Include the names and relationships of any subcontractors to be included in the proposal.
3. Attach resumes for all team members, including educational background, related experience on similar projects, and certifications.

**Maximum Length:** Limit your response to 2 pages, not including resumes. There is a 1-page limit per resume. Home addresses should not be used on resumes, as they are subject to public disclosure.

## **COST NARRATIVE**

**Instructions:** Proposer is to provide a **Cost Narrative**.

The estimated budget for both the ECD and SPA agreements is \$300,000 (2-\$150,000 agreements). The Proposer must provide a Cost Narrative reflecting the scope to which the Proposer is responding.

The Cost Narrative must explain how the Proposer bills for services and at a minimum must include the names of key personnel and corresponding hourly rates.

**Maximum Length: 1 page**

## DESCRIPTION OF RELEVANT EXPERIENCE AND PROPOSED SERVICES

**Instructions:** Proposer is to provide a **Description of Relevant Experience and Proposed Services**.

The *Description of Relevant Experience and Proposed Services* must describe relevant economic development consulting work performed within the prior 5 years.

At a minimum, the Proposer must include the following details:

1. Description of consulting work, including name of clients, scope of services provided, and key staff/team members
2. Examples of key deliverables (reports, analyses, or presentations)
3. Current status of economic development consulting projects
4. How Proposer will meet the program's desired overall goals, anticipated outcomes, measurable objectives, and critical tasks, including how key personnel will be responsible for achieving them
5. Any unique resources, procedures, or approaches that make the services of Proposer responsive to meeting the minimum qualifications and requirements of the RFP

**Maximum Length: 5 pages**

## PERFORMANCE AND SCHEDULE

**Instructions:** Proposer is to provide information on the **Performance and Schedule** by responding to the below form.

**Proposer is responding to and would perform the following scope (check one or both):**

Economic and Community Development

Surplus Property Authority

Available Start Date	
Available End Date	

## REFERENCES

**Instructions:** On the following page is the template that Proposers are to use for providing references. Proposers are to provide a list of 3 references from public agencies or nonprofits. References must be satisfactory as deemed solely by County.

Services or goods provided by Proposers to the references should have similar scope, volume, and requirements to those outlined in these specifications, terms, and conditions.

Proposer must currently be providing services for at least two of the references or have done so within the last five years.

Proposers should verify that the contact information for all references provided is current and valid. If a reference cannot be contacted, it may affect the qualification and scoring of the proposals.

Proposers are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.

The County may contact some or all the references provided in order to determine items such as Proposers' years of experience and performance records on work similar to that described in this request.

The County reserves the right to contact individuals/entities for references other than those provided in the Response and to use any information obtained in the evaluation process.

NOTE: Proposers should not list the County department requesting services as part of the references.

**REFERENCES**

**RFP**

**ECONOMIC DEVELOPMENT CONSULTING SERVICES**

**Proposer Name:** \_\_\_\_\_

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	Email Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	Email Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	Email Address:
Services Provided / Date(s) of Service:	



## PROPOSER ACCEPTANCE

1. The undersigned declares that the procurement documents, including, without limitation, the RFP, Q&A, Addenda, and Exhibits (the Proposal Documents), have been read and accepted.
2. The undersigned has reviewed the Proposal Documents and fully understands the requirements for this RFP, including, but not limited to, general County requirements, and that each Proposer who is awarded a contract must be, in fact, a prime Contractor, not a subcontractor, to County, and agrees that its proposal, if accepted by County, will be the basis for the Proposer to enter into a contract with County in accordance with the intent of the Proposer Documents.
3. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County's website:
  - a. **General Requirements**  
[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-requirements/>]
  - b. **Debarment & Suspension Policy**  
[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/debarment-suspension-policy/>]
  - c. **Iran Contracting Act (ICA) of 2010**  
[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/iran-contracting-act-of-2010-ica/>]
  - d. **General Environmental Requirements**  
[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-environmental-requirements/>]
  - e. **Alameda County SLEB Program Overview**  
[<http://acgov.org/auditor/sleb/overview.htm>]
  - f. **Alameda County SLEB Program Additional Information**  
[<https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/>]
  - g. **First Source**  
[<http://acgov.org/auditor/sleb/sourceprogram.htm>]
  - h. **Online Contract Compliance System**  
[<http://acgov.org/auditor/sleb/elation.htm>]
4. The undersigned acknowledges that Proposer is and will remain in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and any contract that is awarded.
5. The undersigned acknowledges that it is the responsibility of each Proposer to be familiar with all of the specifications, terms, and conditions of the RFP and, if applicable, the site condition. By the submission of a proposal, the Proposer certifies that if awarded a contract, they will


make no claim against the County based upon ignorance of conditions or misunderstanding of the specifications.

- 6. The undersigned acknowledges that Proposer has accurately completed the SLEB Information Sheet.
- 7. Proposer agrees to hold the County of Alameda, its officers, agents, and employees harmless from liability of any nature or kind, including cost and expenses, for infringement or use of any patent, copyright, or other proprietary rights, secret process, patented or unpatented invention, article or appliance furnished or used in connection with proposal and/or any resulted contract or purchase order.

8. The undersigned acknowledges **ONE** of the following (please check only one box):

- Proposer is not local to Alameda County and is ineligible for any preference; **OR**
- Proposer is a certified SLEB and is requesting 10% preference; (Proposer must check the first box and provide its SLEB Certification Number in the SLEB PARTNERING INFORMATION SHEET); **OR**
- Proposer is LOCAL to Alameda County and is requesting 5% preference, and has attached the following documentation to this Exhibit:
  - Copy of a verifiable business license issued by the County of Alameda or a City within the County; and
  - Proof of six months of business residency, identifying the name of the proposer and the local address. Example of proof includes but are not limited to utility bills, deeds of trusts or lease agreements, etc., which are acceptable verification documents to prove residency.

9. By signing below, the signatory warrants and represents that the signer has completed, acknowledged, and agreed to this Proposer Acceptance in their authorized capacity and that by their signature on this Proposer Acceptance, they and the entity upon behalf of which they acted, acknowledged and agreed to this Proposer Acceptance and that all are true and correct and are made under penalty of perjury pursuant to the laws of California.

<b>PROPOSER (COMPANY):</b> _____
NAME/TITLE OF AUTHORIZED SIGNER: _____
<b>SIGNATURE:</b>  _____ <b>DATE:</b> _____


**DEBARMENT AND SUSPENSION CERTIFICATION (PROCUREMENTS \$25,000 AND OVER)**

The Proposer, under penalty of perjury, certifies that, except as noted below, Proposer, its principal, and any named and unnamed subcontractor:

- Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;
- Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past three years;
- Does not have a proposed debarment pending; and
- Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three years.

If there are any exceptions to this certification, insert the exceptions in the following space. For any exception noted, indicate to whom it applies, initiating agency, and dates of action. Exceptions will not necessarily result in denial of the award but will be considered in determining Contractor responsibility.

Notes: Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Proposal. Signing this Response on the signature portion thereof will also constitute the signature of this Certification.

<p><b>PROPOSER (COMPANY):</b> _____</p> <p><b>NAME/TITLE OF AUTHORIZED SIGNER:</b> _____</p> <p><b>SIGNATURE:</b>  _____ <b>DATE:</b> _____</p>
--

## SMALL LOCAL EMERGING BUSINESS (SLEB) INFORMATION SHEET

**Instructions:** On the following page is the **SLEB Information Sheet**. Every Proposer must complete and submit a signed SLEB Information Sheet indicating their SLEB certification status. If the Proposer is not certified, the information sheet must be completed with the name, identification information, and goods/services to be provided by the CERTIFIED SLEB partner(s) with whom the Proposer will subcontract to meet the County SLEB participation requirement. The Exhibit must be signed by EACH of the named CERTIFIED SLEB(s) that will be subcontractors.

If a proposer is unable to meet the SLEB requirements, they must take exception to this requirement in the [Exceptions and Clarifications](#) section of this solicitation. Please note that the County is under no obligation to accept any exceptions or clarifications, and any exceptions or clarifications may be the basis for disqualification.

SLEB certification must be **valid** at the time of proposal submittal for SLEB primes and SLEB subcontractor(s).

- For SLEB Subcontracting Questions: Please contact the General Services Agency - Office of Acquisition Policy, [GSA.OAP@acgov.org](mailto:GSA.OAP@acgov.org).

For questions/information regarding SLEB certification, including requirements, please contact the Auditor-Controller Agency, Office of Contract Compliance & Reporting – SLEB Certification Unit, [OCCR@acgov.org](mailto:OCCR@acgov.org), (510) 891-5500.

## SLEB INFORMATION SHEET

In order to meet the Small Local Emerging Business (SLEB) requirements of this RFP, all Proposers must complete this form. If a proposer is unable to meet the SLEB requirements, they must take exception to this requirement in the [Exceptions and Clarifications](#) section of this solicitation. Please note that the County is under no obligation to accept any exceptions or clarifications, and any exceptions or clarifications may be the basis for disqualification.

Proposers that are not certified SLEBS (for the definition of a SLEB, see [Alameda County SLEB Program Overview; \[http://acgov.org/auditor/sleb/overview.htm\]](#)) are required to subcontract with a SLEB for at least 20% of the total estimated amount in order to be eligible for contract award. SLEB subcontractors must be independently owned and operated from the prime Contractor with no employees of either entity working for the other. A copy of this form must be submitted for each SLEB that the Proposer will subcontract with as evidence of a firm contractual commitment to meeting the SLEB participation requirement.

Proposers are encouraged to form a partnership with a SLEB that can participate directly with this contract. One of the benefits of the partnership will be economical, but this partnership will also assist the SLEB to grow and build the capacity to eventually as a prime on their own.

Once a contract has been awarded, substitutions of the named subcontractor(s) are not allowed without prior written approval from the Auditor-Controller, Office of Contract Compliance & Reporting (OCCR).

County departments, prime, and subcontractors are required to use the web-based Elation Systems to monitor SLEB subcontractor compliance with [Elation Systems; \[http://www.elationsys.com/elationsys/\]](#).

**PROPOSER IS A CERTIFIED SLEB (sign at bottom of page)**

SLEB PROPOSER Business Name: \_\_\_\_\_

SLEB Certification #: \_\_\_\_\_ SLEB Certification Expiration Date: \_\_\_\_\_

NAICS Codes Included in Certification: \_\_\_\_\_

OR

**PROPOSER IS NOT A CERTIFIED SLEB AND WILL SUBCONTRACT \_\_\_\_\_% WITH THE SLEB NAMED BELOW FOR THE FOLLOWING GOODS/SERVICES:** \_\_\_\_\_

SLEB Subcontractor Business Name: \_\_\_\_\_

SLEB Certification #: \_\_\_\_\_ SLEB Certification Expiration Date: \_\_\_\_\_

SLEB Certification Status:  Small /  Emerging

NAICS Codes Included in Certification: \_\_\_\_\_

SLEB Subcontractor Principal Name: \_\_\_\_\_

SLEB Subcontractor Principal Signature:  \_\_\_\_\_

**Upon award, Proposer (the Prime Contractor) and all SLEB subcontractors agree to register and use the secure web-based ELATION SYSTEMS. ELATION SYSTEMS will be used to submit SLEB subcontractor participation, including, but not limited to, subcontractor contract amounts, payments made, and confirmation of payments received.**

Prime Proposer Authorized Signatory Name/Title: \_\_\_\_\_ / \_\_\_\_\_

Street Address: \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Proposer Signature:  \_\_\_\_\_ Date: \_\_\_\_\_

## **INSURANCE REQUIREMENTS**

**Instructions:** Insurance certificates are not required at the time of submission; however, by signing the Response Packet and submitting a proposal, the Proposer agrees to meet the minimum insurance requirements and provide any documentation requested by County upon request.

Insurance documentation must be provided to the County before award and include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFP.

The following page contains the minimum insurance limits required by the County of Alameda to be held by the Contractor performing on a contract issued from this RFP:

**SEE NEXT PAGES FOR COUNTY OF ALAMEDA  
MINIMUM INSURANCE REQUIREMENTS**

**COUNTY OF ALAMEDA MINIMUM INSURANCE REQUIREMENTS**

Without limiting any other obligation or liability under this Agreement, the Contractor, at its sole cost and expense, shall secure and keep in force during the entire term of the Agreement or longer, as may be specified below, the following minimum insurance coverage, limits and endorsements. The County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances. If the contractor maintains broader coverage and/or higher limits than the minimums shown below, the County requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the County.

TYPE OF INSURANCE COVERAGES		MINIMUM LIMITS
<b>A</b>	<b>Commercial General Liability</b> Premises Liability; Products and Completed Operations; Contractual Liability; Personal Injury and Advertising Liability	\$1,000,000 per occurrence (CSL) Bodily Injury and Property Damage
<b>B</b>	<b>Commercial or Business Automobile Liability</b> All owned vehicles, hired or leased vehicles, non-owned, borrowed and permissive uses. Personal Automobile Liability when extended to cover your business is acceptable for individual contractors with no transportation or hauling related activities	\$1,000,000 per occurrence (CSL) Any Auto or Hired and Non-Owned Autos Bodily Injury and Property Damage
<b>C</b>	<b>Workers' Compensation (WC) and Employers Liability (EL)</b> As required by State of California	WC: Statutory Limits EL: No less than \$1,000,000 per accident for bodily injury or disease

D

**Endorsements and Conditions:**

1. **ADDITIONAL INSURED:** County of Alameda, its Board of Supervisors, the individual members thereof, and all County officers, agents, employees, volunteers, and representatives are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of **both** CG 20 10, CG 20 26, CG 20 33, or CG 20 38; **and** CG 20 37 if a later edition is used). Auto policy shall contain, or be endorsed to contain additional insured coverage for the County.
2. **DURATION OF COVERAGE:** All required insurance shall be maintained during the entire term of the Agreement. In addition, Insurance policies and coverage(s) written on a claims-made basis shall be maintained and evidence of insurance must be provided during the entire term of the Agreement and for at least five (5) years following the later of termination of the Agreement and acceptance of all work provided under the Agreement, with the retroactive date of said insurance (as may be applicable) concurrent with the commencement of activities pursuant to this Agreement. If coverage is cancelled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work. Proof of workers' compensation insurance coverage is not required if contractor provides a signed Workers Compensation Written Declaration of Compliance.
3. **REDUCTION OR LIMIT OF OBLIGATION:** All insurance policies, including excess and umbrella insurance policies, shall be primary and non-contributory coverage at least as broad as ISO CG 20 10 04 13 as respects the County, its officers, officials, employees, or volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the Contractor' insurance and shall not contribute with it. Pursuant to the provisions of this Agreement insurance effected or procured by the Contractor shall not reduce or limit Contractor's contractual obligation to indemnify and defend the Indemnified Parties.
4. **INSURER FINANCIAL RATING:** Insurance shall be maintained through an insurer with an A.M. Best Rating of no less than A:VII or equivalent, shall be admitted to the State of California unless otherwise acceptable by Risk Management, and with deductible amounts acceptable to the County. Acceptance of Contractor's insurance by County shall not relieve or decrease the liability of Contractor hereunder. Self-insured retentions must be declared and approved. Any deductible or self-insured retention amount or other similar obligation under the policies shall be the sole responsibility of the Contractor. The policy language shall provide or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or County.
5. **SUBCONTRACTORS:** Contractor shall include all subcontractors as an insured (covered party) under its policies or shall verify that the subcontractor, under its own policies and endorsements, has complied with the insurance requirements in this Agreement, including this Exhibit.
6. **JOINT VENTURES:** If Contractor is an association, partnership or other joint business venture, required insurance shall be provided by one of the following methods:
  - Separate insurance policies issued for each individual entity, with each entity included as a "Named Insured" (covered party), or at minimum named as an "Additional Insured" on the other's policies. Coverage shall be at least as broad as in the ISO Forms named above.
  - Joint insurance program with the association, partnership or other joint business venture included as a "Named Insured".
7. **CANCELLATION OF INSURANCE:** Each insurance policy required above shall provide that coverage shall not be cancelled, except with notice of cancellation provided to the County in accordance with policy terms and conditions.
8. **CERTIFICATE OF INSURANCE:** Before commencing operations under this Agreement, Contractor shall

provide Certificate(s) of insurance and applicable insurance endorsements as set forth in the provisions of this Agreement and this Exhibit C, in forms satisfactory to County, evidencing that all required insurance coverage is in effect. However, failure to obtain the required documents prior to the work beginning shall not waive the Contactor's obligation to provide them. The County reserves the right to require the Contractor to provide complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.