



Request for Qualifications

Property & Operations Management Services

1600 Los Gamos Dr., San Rafael, CA 94903

Statement of Qualifications Due:

Friday, September 25, 2026, at 2:00 p.m.

Qualifications must be submitted via EMAIL to:

fabiola.guillen@marincounty.gov

Complete Request for Qualifications documents can also be found at:

County of Marin Contracting Opportunities

Website

<https://www.marincounty.gov/contracting-opportunities>

REQUEST FOR QUALIFICATIONS (RFQ)

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1. INTRODUCTION

The **County of Marin (“County”)** is soliciting Statements of Qualifications (SOQs) from qualified and experienced property management firms to provide comprehensive property management and facility coordination services for **1600 Los Gamos Drive, San Rafael, California**, a large, multi-tenant commercial office building that is part of the Marin Commons complex.

The 1600 Los Gamos building houses a significant number of County departments and essential government operations, including an Emergency Operations Center (EOC) and emergency dispatch center. In addition to County departments and operations, the building is occupied by 11 private tenants. The selected firm will be responsible for providing property management services that address the needs of the entire building, including coordination and management of both County occupants and private tenants.

The facility supports essential public services and requires a high level of operational reliability, security, responsiveness, communication, and coordination. The selected firm will work closely with County Facilities, Information Technology, emergency management, public safety, County departments, private tenants, building service providers, contractors, and other stakeholders to ensure that the property is safe, functional, well-maintained, secure, and capable of supporting both routine and emergency operations.

The selected firm will be expected to provide professional property management services appropriate for a large, complex, multi-tenant facility. Services will include day-to-day property operations, tenant coordination, preventive and corrective maintenance, vendor and contractor management, emergency response, financial and budget management, inspections, regulatory compliance, reporting, and coordination of building systems and services.

The County intends to enter into a professional services agreement with the most qualified firm to provide the services described in this RFQ.

2. FACILITY OVERVIEW

2.1 Property Description

1600 Los Gamos Drive is located at 1600 Los Gamos Drive, San Rafael, CA 94903, and is part of the Marin Commons complex.

The building is a large, three-story commercial office building with approximately 315,000 square feet based on commercial property listings and approximately 328,000 rentable square feet based on County property records. The building has a typical floor plate of approximately 105,000 square feet.

The building was originally constructed in 1973 and underwent major renovations in 1996 and 2010.

For purposes of this RFQ, respondents should understand that the County’s property records identify approximately 328,000 rentable square feet, while commercial property listings identify approximately 315,000 square feet. The County may provide additional property information, drawings, records, inventories, and other documentation to shortlisted firms or the selected firm.

Facility Characteristics

- **Location:** 1600 Los Gamos Drive, San Rafael, CA 94903
- **Complex:** Marin Commons
- **Building Size:** Approximately 315,000 square feet based on commercial listings / approximately 328,000 rentable square feet based on County property records
- **Stories:** 3
- **Typical Floor Size:** Approximately 105,000 square feet
- **Year Built:** 1973
- **Major Renovation:** 1996
- **Occupancy:** County departments and operations, plus 11 private tenants

The facility includes, but is not limited to:

- Emergency Operations Center (EOC);
- Emergency dispatch center and associated communications infrastructure;
- County-wide facilities, County Fire and Sheriff's Office data centers;
- Offices and workspaces for County departments and personnel;
- Office and commercial space occupied by 11 private tenants;
- Critical building systems and infrastructure;
- Emergency power generation and backup systems;
- Heating, ventilation, and air conditioning (HVAC) systems;
- Fire and life safety systems;
- Security, access control, and surveillance systems;
- Data, communications, and technology-support spaces;
- Meeting, training, storage, and support areas;
- Parking and site improvements; and
- Other building and property assets associated with the facility.

The selected firm must recognize that 1600 Los Gamos is not solely a County-occupied facility. The successful firm will be responsible for managing and coordinating the property in a manner that serves the operational needs of County departments while also providing appropriate property management and tenant services to the 11 private tenants.

The selected firm will be expected to establish effective communication, service request, access, maintenance, emergency response, and issue-resolution procedures applicable to the building's varied occupants.

The building operates in a mission-critical environment. Certain County functions operate 24 hours per day, seven days per week, and the selected firm must be capable of supporting the facility's operational needs, including after-hours emergencies and continuity of operations requirements.

3. OBJECTIVE OF THE RFQ

The objective of this RFQ is to identify a qualified firm with demonstrated experience managing large, complex, multi-tenant buildings, including public, institutional, commercial, government, and mission-critical facilities.

The selected firm will be expected to provide professional property management and facility coordination services that:

1. Maintain the property in a safe, clean, secure, and operational condition.
2. Support the uninterrupted operation of the EOC, emergency dispatch center, and other essential County functions.
3. Provide responsive property management services to County departments and the building's private tenants.
4. Proactively identify and address facility deficiencies, maintenance needs, operational risks, and tenant concerns.
5. Coordinate preventive maintenance, corrective maintenance, repairs, inspections, and specialized services.
6. Manage building service providers, vendors, contractors, and other third parties.
7. Coordinate building operations in a manner that minimizes disruption to County operations and private tenants.
8. Support regulatory compliance, life safety, accessibility, and emergency preparedness.
9. Provide timely communication, documentation, reporting, and budget oversight.
10. Maintain effective tenant communication and issue-resolution procedures.
11. Coordinate effectively with County staff, private tenants, facility occupants, vendors, contractors, and other stakeholders.
12. Maintain appropriate after-hours and emergency response capabilities.

4. SCOPE OF SERVICES

The following scope represents the anticipated services. The County may modify, expand, or prioritize tasks during contract negotiations and throughout the contract term based on the property's needs.

The selected firm shall provide comprehensive property management services for 1600 Los Gamos Drive, including management and coordination for County occupants and the property's 11 private tenants. The firm shall work closely with County Facilities, Real Estate, Facilities Projects, Finance, County Counsel, Information Technology, emergency management, public safety, and other designated County staff.

The property manager shall coordinate property operations, tenant matters, building services, financial administration, and facility-related activities within the scope of the agreement. The County will retain responsibility for County departmental operations, governmental functions, and any building maintenance or facilities functions specifically retained by County staff. The firm shall coordinate with County staff in these areas and shall not duplicate services performed directly by the County unless authorized.

Unless expressly authorized in the final agreement, the selected firm shall not have authority to bind the County, execute agreements, select vendors, authorize expenditures, commit the County to lease terms, or otherwise exercise County procurement, contracting, leasing, or financial authority. The firm may coordinate, administer, recommend, and support these activities as directed by the County.

4.1 Property Operations and Tenant Management

The firm shall provide day-to-day property management and serve as the primary point of contact for private tenants regarding property-related matters. Services shall include:

- Reviewing existing property operating procedures and communication protocols and recommending or implementing revisions, as authorized by the County, to address operational needs.
- Managing communications with County departments, private tenants, vendors, and other authorized occupants.
- Receiving, documenting, prioritizing, tracking, and closing tenant and occupant service requests.
- Coordinating building access, keys, security, parking, signage, contractor access, and other property-related tenant needs.

- Coordinating move-ins, move-outs, space transitions, tenant activities, and building activities affecting occupancy.
- Conducting routine property inspections and monitoring building conditions, common areas, and tenant-related issues.
- Identifying operational deficiencies, deferred maintenance, safety, accessibility, security, and other property concerns and recommending corrective actions.
- Coordinating building services, repairs, maintenance, inspections, and other facility activities with County staff and service providers.
- Maintaining current property records, equipment inventories, warranties, service information, vendor records, and other documentation.
- Communicating planned maintenance, outages, inspections, construction, emergencies, and other activities that may affect occupants.
- With guidance and direction from County Real Estate, make efforts in tenant retention and leasing activities, including coordination with brokers and prospective tenants.
- Recommending improvements to property operations, reliability, efficiency, resiliency, and tenant service.

The firm shall manage competing occupant needs professionally and consistently while maintaining the security, reliability, and operational requirements of a facility that houses County operations, including the EOC and emergency dispatch center.

4.2 Lease Administration, Rent Collection, and Financial Management

The firm shall administer the day-to-day financial and lease-related responsibilities associated with the property's private tenants, in coordination with County Real Estate, Finance, County Counsel, and other designated staff. Services shall include:

- Maintaining current tenant, lease, amendment, renewal, option, notice, and related property records.
- With guidance and direction from County Real Estate, firm will maintain appropriate occupancy and rental terms.
- Administering lease requirements, amendments, renewals, options, notices, and related documentation as directed by the County and in coordination with County Counsel.
- Tracking lease expirations, renewal and option dates, rent adjustments, insurance requirements, tenant obligations, and other key lease milestones.
- Preparing rent statements and charges and collecting rents and other authorized tenant payments.
- Maintaining rent rolls, tenant ledgers, accounts receivable, delinquency records, and related financial documentation.
- Monitoring outstanding balances and coordinating delinquency follow-up with County Real Estate and Finance.
- Reconciling operating expenses, tenant charges, and other property-related financial activity as directed by the County.
- Coordinating security deposits and related accounting and reporting requirements.
- Preparing annual budgets, forecasts, reconciliations, variance analyses, and other financial information requested by the County.
- Tracking property operating, maintenance, repair, and tenant-related costs.
- Supporting long-term facility and capital renewal planning through identification of anticipated major repairs, replacements, and lifecycle costs.
- Providing monthly property management and financial reports in a format acceptable to the County.

All rent collection, cash handling, deposits, security deposits, reconciliations, payment-related activities, recordkeeping, and other financial administration shall be performed in accordance with County-approved procedures and controls. Applicable authorization limits, segregation of duties, reconciliation requirements, audit access, and related financial controls will be established in the final agreement.

The firm shall not independently commit the County to lease terms, tenant concessions, amendments, renewals, options, or other contractual obligations unless expressly authorized by the County.

4.3 Maintenance, Building Systems, and Facility Coordination

The firm shall coordinate preventive and corrective maintenance and other building services within the scope of the agreement, including:

- Reviewing, coordinating and maintaining preventive maintenance schedules for building systems and equipment.
- Coordinating maintenance and service activities for HVAC and building automation, electrical and emergency power, plumbing, fire and life safety, elevators and regulated equipment, security and access systems, roofing and building envelope, generators, UPS systems, communications infrastructure, and other County-identified equipment.
- Tracking work orders, service requests, maintenance activities, deficiencies, warranties, and corrective actions.
- Coordinating service providers, inspections, testing, repairs, and quality control.
- Identifying critical systems and equipment whose failure could affect emergency operations and recommending appropriate maintenance, testing, redundancy, and contingency measures.
- Coordinating maintenance and repair activities affecting private tenants and communicating planned disruptions when practicable.
- Conducting or coordinating routine and comprehensive facility condition inspections.
- Identifying deferred maintenance, capital renewal, safety, accessibility, security, operational, and lifecycle needs.
- Preparing prioritized repair, replacement, and facility improvement recommendations.
- Maintaining documentation necessary to support facility operations, maintenance, budgeting, and long-term planning.

The firm shall coordinate closely with County Facilities regarding functions performed directly by the County and shall clearly identify responsibilities between the firm, County staff, and outside service providers.

4.4 Tenant Improvements, Space Management, and Project Coordination

The firm shall coordinate tenant improvements, space changes, and other property-related projects as directed by the County, including:

- Receiving and coordinating tenant improvement and space-related requests.
- Assisting the County in defining project scope, responsibilities, lease requirements, access requirements, and operational considerations.
- Coordinating with County Real Estate, Facilities, Facilities Projects, tenants, contractors, and other project stakeholders.
- Tracking project schedules, budgets, tenant responsibilities, and required approvals.
- Coordinating tenant access and communications during construction, maintenance, inspections, and other building projects.
- Supporting space planning, allocation, and tenant transitions when requested.
- Coordinating work to minimize disruption to County operations and private tenants.

- Tracking outstanding project-related issues, deficiencies, warranties, and closeout items.

The firm shall not independently authorize tenant improvements, construction work, expenditures, or changes to lease obligations unless expressly delegated by the County.

4.5 Vendor, Contractor, and Regulatory Coordination

The firm shall coordinate property-related vendors, contractors, service providers, inspections, and compliance activities, including:

- Developing scopes of work and service requirements.
- Soliciting or coordinating proposals and estimates as authorized by the County.
- Scheduling and coordinating vendor and contractor access.
- Monitoring performance and adherence to contract and service requirements.
- Reviewing invoices and supporting documentation and verifying completion and quality of work.
- Tracking vendor qualifications, insurance, licenses, certifications, warranties, deficiencies, and corrective actions.
- Coordinating required inspections, testing, certifications, permits, and regulatory activities.
- Supporting compliance with applicable building, fire and life safety, accessibility, environmental health and safety, elevator, generator, fire protection, and other facility requirements.
- Maintaining records and documentation of inspections, certifications, permits, and corrective actions.
- Promptly notifying the County of significant deficiencies, safety concerns, compliance issues, or conditions that may affect facility operations or tenant occupancy.

Certain building systems and services are currently performed by separate County vendors or contractors. The selected firm will be expected to coordinate with those providers and monitor service delivery as directed by the County, and may recommend changes or alternative providers. Any procurement, replacement, or modification of vendor arrangements remains subject to County approval and applicable procurement requirements

All procurement, contracting, vendor selection, and expenditure authority shall remain subject to County policies, procedures, and applicable authorization requirements unless specifically delegated.

4.6 Emergency Response, Security, and Continuity of Operations

Because 1600 Los Gatos houses the County's EOC and emergency dispatch center, the firm shall support a mission-critical operating environment. Services shall include:

- Reviewing and maintaining procedures for urgent service requests and facility emergencies, including a designated after-hours property management contact.
- Coordinating with County emergency management, public safety, Facilities, Information Technology, County departments, private tenants, vendors, and other designated personnel during facility emergencies.
- Responding to and supporting response to building system failures, utility interruptions, flooding, fire, security incidents, and other property-related emergencies.
- Maintaining emergency contact lists, escalation procedures, and facility-related emergency information.
- Coordinating emergency repairs and documenting incidents, actions taken, and recommendations.
- Providing timely emergency notifications to affected tenants and County occupants.

- Supporting continuity-of-operations planning as it relates to building systems and facility functionality.
- Participating in emergency preparedness exercises or facility-related drills when requested.
- Supporting restoration of critical building functions following an emergency.
- Coordinating contractor, vendor, County, and tenant access and supporting access-control procedures.
- Coordinating repairs or deficiencies involving doors, locks, gates, security systems, and related infrastructure.
- Supporting facility security assessments and coordination of work in sensitive or restricted areas.

The firm shall comply with all County security protocols, confidentiality requirements, background screening requirements, and restrictions governing access to the EOC, dispatch center, County operations, and other sensitive areas. The firm shall not assume responsibility for emergency dispatch operations, emergency management decision-making, or public safety functions.

4.7 Sustainability, Efficiency, and Facility Performance

The firm shall identify opportunities to improve the property's efficiency, sustainability, resiliency, and long-term operating performance, including:

- Monitoring energy and utility consumption.
- Recommending energy conservation and cost-reduction measures.
- Supporting HVAC and building automation optimization.
- Identifying opportunities to reduce water consumption and waste.
- Supporting applicable County sustainability and climate resilience objectives.
- Recommending improvements that balance efficiency, lifecycle cost, reliability, and emergency operational requirements.

4.8 Reporting, Communication, and Transition

The firm should establish clear communication and reporting procedures and provide timely information to the County. At a minimum, reporting shall include:

- Monthly property management and financial reports.
- Rent rolls, accounts receivable, collections, and delinquency information.
- Lease activity and upcoming lease milestones.
- Tenant service requests, issues, and outstanding matters.
- Work order, preventive maintenance, and corrective action status.
- Budget, expenditure, forecast, and variance information.
- Vendor and contractor status and performance.
- Significant property, maintenance, safety, security, compliance, and operational issues.
- Recommendations for near-term and long-term property and facility needs.
- Emergency incident reports and follow-up actions.
- Annual facility condition and operations assessments, when requested.

The firm shall identify a primary account manager and establish clear points of contact and escalation procedures for County departments, private tenants, vendors, and other authorized occupants. The firm shall immediately notify the County of significant operational, financial, safety, security, compliance, lease, or tenant issues.

Transition Services

The selected firm shall provide an expedited and orderly transition into property management services. Following notice of selection, the firm shall prepare a written transition plan and schedule in coordination with the County and, if applicable, the incumbent property manager.

Transition activities shall include obtaining, reviewing, organizing, and transferring, as applicable:

- Tenant and lease files, amendments, notices, and related documentation.
- Rent rolls, tenant ledgers, accounts receivable, security deposits, and financial records.
- Vendor and contractor records, contracts, insurance, warranties, and service information.
- Keys, access information, property records, equipment inventories, and facility documentation.
- Pending tenant requests, work orders, maintenance activities, projects, and outstanding deficiencies.
- Tenant, vendor, and other relevant contacts.
- Insurance records and other compliance documentation.
- Other information reasonably necessary to assume responsibility for property management services without interruption.

The firm shall identify outstanding issues, critical deadlines, upcoming lease milestones, immediate operational needs, and other matters requiring County attention during the transition.

Upon expiration or termination of the agreement, the selected firm shall cooperate with the County and any successor provider to ensure an orderly transition without interruption of services, including transfer of County records and data, tenant and lease files, rent and receivable records, security-deposit records, vendor records, pending invoices and commitments, open work orders, keys and access information, and other County property or information necessary for continued operations.

5. CRITICAL FACILITY REQUIREMENTS

Due to the presence of the EOC and emergency dispatch center, the selected firm must demonstrate an understanding of the special requirements associated with critical public safety and emergency response facilities.

The selected firm shall be expected to:

- Maintain appropriate staffing and response capabilities for urgent facility needs.
- Understand the importance of uninterrupted power, HVAC, communications, security, and life safety systems.
- Coordinate work to minimize disruption to critical County operations and private tenants.
- Maintain strict confidentiality regarding sensitive facility information.
- Comply with County security and access requirements.
- Coordinate with designated emergency operations and public safety personnel.
- Maintain accurate records of critical systems, maintenance activities, emergency contacts, and tenant contacts.
- Support emergency response and recovery activities related to facility operations.
- Provide appropriate emergency communication and coordination with private tenants.
- Escalate conditions that may threaten the safety, security, or operational continuity of the facility.

The County may require background checks, security clearances, confidentiality agreements, or additional screening for personnel assigned to restricted areas.

6. FIRM QUALIFICATIONS

Respondents should demonstrate the following minimum qualifications:

1. A minimum of five years of experience providing property management or facility management services for large, complex buildings.
2. Demonstrated experience managing large public, institutional, government, commercial, healthcare, public safety, or other mission-critical facilities.
3. Firm shall have an active California Department of Real Estate (DRE) License.
4. Demonstrated experience managing multi-tenant properties with both public/institutional and private occupants, or comparable complex occupancy environments.
5. Experience coordinating facility operations for buildings with critical or continuous operations.
6. Experience managing preventive maintenance programs and complex building systems.
7. Experience coordinating emergency response, after-hours service, and urgent facility repairs.
8. Demonstrated experience providing tenant communication, service request management, and tenant coordination.
9. Demonstrated ability to manage vendors, contractors, service agreements, and facility-related budgets.
10. Qualified personnel with relevant experience in building operations, maintenance, engineering, property management, tenant relations, or related fields.
11. Ability to comply with applicable public agency procurement, insurance, safety, security, and reporting requirements.
12. Sufficient organizational capacity to provide consistent and responsive services throughout the contract term.

Experience with EOCs, emergency communications centers, emergency dispatch centers, public safety facilities, large commercial office buildings, or comparable critical and multi-tenant facilities is highly desirable.

7. STATEMENT OF QUALIFICATIONS REQUIREMENTS

Each respondent shall submit an SOQ containing the following information:

A. Cover Letter

Provide a cover letter signed by an authorized representative of the firm. The letter shall identify the firm's interest in the opportunity, confirm its availability, and identify the proposed primary point of contact. The firm shall state that it has reviewed the County's Professional Services Agreement, substantially agrees with its terms, and identifies any proposed exceptions.

B. Firm Profile and Organization

Include:

- Legal name and address of the firm.
- Ownership and organizational structure.
- Years in business.
- Relevant licenses and certifications.
- Office locations and service area.
- Description of the firm's capacity to provide the required services.
- Experience managing large, multi-tenant properties.
- Any proposed subcontractors or specialized service providers.

C. Relevant Experience

Demonstrated experience managing properties comparable to 1600 Los Gamos Drive in size, complexity, tenant mix, and operational requirements. Evaluation will consider the firm's **three (3)** required comparable property examples, including experience with large multi-tenant commercial properties; lease and tenant administration; rent collection and financial management; building operations and maintenance coordination; tenant improvements; vendor and contractor management; emergency and after-hours response; regulatory and life-safety coordination; security and access; and transition of property management services. The County will also consider the firm's demonstrated ability to coordinate effectively with property owners, governmental agencies, facility staff, private tenants, and other stakeholders. For each of the three (3) comparable property, provide:

- Facility name and location.
- Facility size and general use.
- Number and type of occupants or tenants, if applicable.
- Description of services provided.
- Scope and duration of the engagement.
- Critical operations supported.
- Tenant management and coordination responsibilities.
- Emergency response and after-hours capabilities.
- Key challenges and solutions.
- Client name and contact information.
- Contract value, if available.

D. Proposed Project Team

Identify the proposed project manager and key personnel, including: name and role, qualifications and relevant experience, years of experience, anticipated responsibilities, availability and estimated level of effort, experience with large or multi-tenant facilities and any other relevant experience.

Include resumes for key personnel.

E. Approach to Services

Describe the firm's proposed approach to:

- Facility operations and preventive maintenance.
- Property and tenant management.
- Emergency response and after-hours support.
- Management of critical building systems.
- Vendor and contractor coordination.
- Facility inspections and condition assessments.
- Budget tracking and financial reporting.
- Tenant communication and service request management.
- Security, confidentiality, and restricted-area access.
- Communication with County staff and facility occupants.
- Managing competing needs of County departments and private tenants.
- Maintaining continuity of facility services during emergencies.

F. Staffing and Response Capabilities

Describe the firm's ability to provide:

- Routine facility management coverage.
- Dedicated property management leadership.
- Emergency and after-hours response.
- Backup personnel and management support.
- Specialized technical expertise.
- Tenant management and communication.
- Service continuity during staff absences, emergencies, or periods of increased demand.

G. References

Provide at least three client references for comparable services, including contact names, titles, telephone numbers, email addresses, and a brief description of the work performed.

At least one reference should demonstrate experience managing a large, multi-tenant facility and, preferably, a facility with critical or continuous operations.

H. Exceptions and Additional Information

Identify any exceptions to the requirements of this RFQ and provide any additional information the respondent believes is relevant to the County's evaluation.

8. ANTICIPATED CONTRACT TERM

The anticipated initial contract term will be two (2) years. The County may, at its sole discretion and subject to satisfactory performance, availability of funding, required approvals, and mutually acceptable terms, renew the agreement for one (1) additional year, for a maximum total term of three (3) years.

The County reserves the right to negotiate the final scope, staffing, compensation, renewal options, and other contract terms with the selected firm.

9. TWO-PART SELECTION PROCESS

The County intends to use a two-part, qualifications-based selection process to select a firm for 1600 Los Gatos Drive.

The selection process will consist of:

1. **Part One – Statement of Qualifications (SOQ) and Shortlisting;** and
2. **Part Two – Proposal and Selection of the Most Qualified Shortlisted Firm(s).**

The anticipated schedule for the selection process is provided in **Section 14 – Anticipated Schedule**. The schedule is provided for planning purposes and may be revised by the County as necessary.

The County reserves the right to modify the selection process, request clarification or additional information, conduct interviews, or take other actions it determines are appropriate to identify the most qualified firm.

9.1 Part One – Statement of Qualifications and Shortlisting

Respondents shall submit a Statement of Qualifications (SOQ) addressing the requirements identified in this RFQ. The County will evaluate all timely and complete SOQs and may develop a shortlist of the most qualified firms. The County reserves the right to reject any or all SOQs and to elect not to shortlist any submitting firm.

The County may evaluate SOQs based on the following criteria:

Evaluation Criteria	Weight
Experience managing large, complex, multi-tenant, public, commercial, or mission-critical facilities	25%
Qualifications and experience of proposed project team	20%
Understanding of the property's operational, tenant, and emergency requirements	15%
Proposed approach, staffing, and response capabilities	15%
References and demonstrated performance	25%
Total	100%

Particular consideration may be given to demonstrated experience with:

- Large commercial or institutional properties;
- Multi-tenant properties with both public/institutional and private occupants;
- Properties of comparable size and complexity;
- Tenant communication and service request management;
- Preventive and corrective maintenance programs;
- Vendor and contractor management;
- Facilities with critical or continuous operations;
- Emergency response and after-hours services; and
- Properties containing emergency operations, public safety, or other mission-critical functions.

Following the evaluation of SOQs, the County will identify and notify the firms that have been selected for the shortlist.

Only shortlisted firms will be invited to participate in Part Two of the selection process.

The County reserves the right to request clarification of information contained in an SOQ, verify references, and conduct interviews or other discussions as part of the shortlisting process.

Respondents are responsible for ensuring that their SOQs are complete and submitted in accordance with the requirements of this RFQ. Failure to submit all required information by the specified deadline may result in the SOQ being considered incomplete and may be grounds for disqualification.

9.2 Part Two – Proposal from Shortlisted Firms

Following completion of Part One, the County will issue instructions to the shortlisted firms regarding submission of a detailed Proposal.

Only firms selected for the shortlist will be eligible to submit a Proposal.

The Proposal will provide the County with additional information necessary to evaluate the shortlisted firms' proposed approach to providing property management services for 1600 Los Gamos Drive.

As part of the Part Two process, the County may request some or all of the following information from shortlisted firms, either through written submissions, interviews, discussions, or a combination thereof:

A. Management Approach -

A detailed description of the firm's proposed approach to managing the property, including:

- Day-to-day property operations;
- Management of County departments and occupants;
- Management and coordination of the 11 private tenants;
- Tenant communication and service request procedures;
- Preventive and corrective maintenance;
- Vendor and contractor management;
- Building inspections and condition assessments;
- Emergency and after-hours response;
- Management of critical building systems;
- Security and access coordination;
- Budget and financial management;
- Reporting and communication; and
- Coordination with County staff and other stakeholders.

B. Staffing Plan

Provide a detailed staffing plan identifying:

- Proposed on-site and off-site personnel;
- Primary property manager and key personnel;
- Roles and responsibilities;
- Anticipated level of effort;
- Regular on-site coverage;
- After-hours and emergency response;
- Backup staffing and continuity of service; and
- Relevant qualifications and experience.

C. Transition and Implementation Plan

Describe the firm's approach to assuming property management responsibilities, including:

- Initial assessment of the property;
- Review and transfer of existing property records;
- Review of building systems and maintenance programs;
- Review of existing vendor and service agreements;
- Establishment of tenant communication procedures;
- Establishment of work order and service request procedures;
- Identification of immediate operational concerns; and

- Proposed timeline for transition to full service.

D. Management Systems and Reporting

Describe the systems and tools the firm will use to manage:

- Work orders and service requests;
- Preventive maintenance;
- Tenant communications;
- Vendor and contractor performance;
- Building inspections;
- Budgets and expenditures;
- Compliance requirements;
- Emergency incidents; and
- Property records and documentation.
- Cash receipts, deposits, and reconciliations;
- Invoice review and payment-related workflows;
- Financial controls, segregation of duties, and audit trails.

E. Fee Proposal

Shortlisted firms shall submit a detailed fee proposal in the format specified by the County.

The County may request that fees be presented separately for:

- Base property management services;
- Additional or as-needed services;
- After-hours or emergency services, if applicable;
- Administrative or project-related services; and
- Other reimbursable costs or services identified by the County.

The County may establish additional requirements regarding the format and treatment of fee information in the Part Two Proposal instructions.

F. Exceptions and Contract Terms

Shortlisted firms shall identify any proposed exceptions to the County's anticipated scope of services, contract requirements, insurance requirements, or other terms included in the RFQ.

The County may request additional information or clarification regarding proposed exceptions.

9.3 Interviews and Discussions

The County may conduct interviews or discussions with some or all shortlisted firms before or after receipt of written Part Two materials. The County may request clarifications, revisions, fee proposals, or additional information during the evaluation process.

Refer to Section 14 of this RFQ for estimated interview schedule.

The County may request clarifications, revisions, or additional information from shortlisted firms during the evaluation process.

9.4 Final Selection

Following evaluation of the Part Two Proposals and, if applicable, interviews and discussions, the County will identify the firm determined to be the most qualified to provide the required property management services.

The County may consider the following factors in making its final selection:

- Qualifications and relevant experience;
- Experience managing comparable large and complex properties;
- Experience managing multi-tenant properties;
- Experience supporting critical or continuous operations;
- Qualifications and availability of the proposed team;
- Quality and feasibility of the proposed management approach;
- Tenant management and communication approach;
- Emergency response and after-hours capabilities;

- Transition and implementation plan;
- References and demonstrated past performance;
- Proposed fees and overall value to the County; and
- Responsiveness to the requirements of the RFQ and subsequent Proposal request.
- Ability to operate effectively within County procurement, financial, reporting, audit, and authorization controls.

The County reserves the right to negotiate the final scope of services, staffing, compensation, contract terms, and other requirements with the selected firm.

If the County is unable to reach an agreement with the selected firm, the County may discontinue negotiations and initiate negotiations with another shortlisted firm.

The County is not obligated to award a contract as a result of this RFQ and reserves the right to reject any or all SOQs or Proposals in accordance with applicable law and County policies.

10. SUBMITTAL REQUIREMENTS

Respondents shall submit their SOQs as follows:

Due Date and Time: September 25, 2026 @ 2:00 PM

Submission Method: Email

Contact: Fabiola Guillen, Public Works Assistant Director

Email: Fabiola.Guillen@marincounty.gov

SOQs shall be **limited to 20 pages**, excluding resumes, references, and required forms.

Late submissions may be rejected.

Substantive clarifications or changes to the RFQ will be provided in writing to all firms receiving the solicitation. Respondents should rely only on the RFQ and written clarifications or addenda issued by the County.

11. COUNTY RIGHTS

The County reserves the right to:

- Modify or cancel this RFQ.
 - Request clarification or additional information.
 - Reject any or all SOQs.
 - Waive minor irregularities or informalities.
 - Amend the anticipated scope of services.
 - Negotiate with the selected respondent.
 - Award a contract contingent upon appropriate approvals and funding.
 - Require additional documentation, insurance, screening, or security measures before contract execution.
-

12. CONFIDENTIALITY AND SECURITY

The selected firm and all assigned personnel shall comply with the County's confidentiality, security, information protection, and facility access requirements.

Due to the presence of emergency operations and dispatch functions, respondents shall not request, include, or disclose sensitive facility information beyond what is necessary to respond to this RFQ. Access to restricted areas and sensitive documentation will be provided only as authorized by the County.

The selected firm shall also maintain appropriate confidentiality regarding private tenant information, tenant operations, lease-related information, security procedures, and other non-public property information made available in connection with the services.

13. PREVAILING WAGE, INSURANCE, AND OTHER REQUIREMENTS

The selected firm shall comply with all applicable County requirements, including, as applicable:

- Professional services contracting requirements.
- Insurance and indemnification provisions.
- Worker safety requirements.
- Applicable labor and employment laws.
- Background screening and security requirements.
- Confidentiality and data protection requirements.
- Nondiscrimination and equal opportunity requirements.
- Public records and records retention requirements.
- Applicable federal, state, and local laws and regulations.

When acting on behalf of the County, the selected firm shall comply with applicable County contracting requirements and applicable public contracting laws, including requirements applicable to public works or construction, when applicable.

Additional contract requirements will be provided to the selected respondent during contract negotiations.

14. ANTICIPATED SCHEDULE*

Activity	Anticipated Date
RFQ issued	September 18, 2026
SOQs due	September 25 @ 2:00 PM
Evaluation of SOQs	September 28 & 29
Interviews of shortlisted firms	October 1 & 2
Fee proposals due	October 7 @ 2:00 PM
Contract negotiation/approval	October 8, 9 & 12
Anticipated commencement of services	October 19

**The County reserves the right to modify this schedule. Specific Part Two submission requirements and due dates will be provided to shortlisted firms.*

15. CONCLUSION

The County of Marin is seeking a highly qualified and responsive property management firm capable of supporting the safe, reliable, efficient, and professional operation of **1600 Los Gatos Drive**, a large, three-story, multi-tenant facility.

The property presents a unique combination of County government operations, essential public safety and emergency functions, and 11 private tenants. The selected firm must therefore demonstrate strong property management expertise, experience with complex multi-tenant facilities, responsive tenant service capabilities, technical knowledge of building systems, and the ability to support mission-critical operations.

Respondents should demonstrate not only strong property management and facility operations expertise, but also the judgment, responsiveness, communication skills, technical capacity, and organizational resources necessary to manage a complex property with diverse occupants and operational requirements.

The selected firm will be expected to establish a professional and responsive property management program that supports County departments and private tenants, protects the County's investment in the property, maintains reliable building operations, and provides effective coordination during both routine and emergency conditions.

16. EXHIBITS

16.1 Exhibit 1 -SAMPLE Professional Services Contract

**COUNTY OF MARIN
PROFESSIONAL SERVICES CONTRACT
2025 - Revised**

THIS CONTRACT is made and entered into this _____ day of _____, 20_____, by and between the COUNTY OF MARIN, hereinafter referred to as "County" and _____, hereinafter referred to as "Contractor."

RECITALS:

WHEREAS, County desires to retain a person or firm to provide the following service: _____; and

WHEREAS, Contractor warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the Contract made, and the payments to be made by County, the parties agree to the following:

1. SCOPE OF SERVICES:

Contractor agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof.

2. FURNISHED SERVICES:

The County agrees to:

- A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.
- B. Make available all pertinent data and records for review.
- C. Provide general bid and Contract forms and special provisions format when needed.

3. FEES AND PAYMENT SCHEDULE:

The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Contractor shall provide County with his/her/its Federal Tax I.D. number prior to submitting the first invoice.

4. MAXIMUM COST TO COUNTY:

In no event will the cost to County for the services to be provided herein exceed the maximum sum of \$ _____ including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to County may be amended by written notice from County to reflect that reduction.

5. TIME OF CONTRACT:

This Contract shall commence on _____, and shall terminate on _____. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.

6. INSURANCE:

Commercial General Liability:

The Contractor shall maintain a commercial general liability insurance policy in the amount of \$1,000,000 (\$2,000,000 aggregate). The County shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Contractor, Contractor shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of \$1,000,000.00.

Workers' Compensation:

The Contractor acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to County prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance:

Contractor may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless County specifically consents to a "claims made" basis. The insurer shall supply County adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled or non-renewed, it is the Contractor's duty to notify the County immediately upon receipt of the notice of cancellation or non-renewal.

If Contractor does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, County may suspend payment to the Contractor for any services provided during any time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required coverage.

7. **ANTI DISCRIMINATION AND ANTI HARASSMENT:**

Contractor and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the County of Marin based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any subcontractor understands and agrees that Contractor and/or any subcontractor is bound by and will comply with the anti discrimination and anti harassment mandates of all Federal, State and local statutes, regulations and ordinances including, but not limited to, County of Marin Personnel Management Regulation (PMR) 21.

8. **SUBCONTRACTING:**

The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the County except for any subcontract work identified herein. If Contractor hires a subcontractor under this Contract, Contractor shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Contractor under this Contract and shall require subcontractor to name Contractor and County of Marin as an additional insured under this Contract for general liability. It shall be Contractor's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the County evidence of same.

9. **ASSIGNMENT:**

The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the County.

10. **LICENSING AND PERMITS:**

The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

11. BOOKS OF RECORD AND AUDIT PROVISION:

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Contractor will permit County to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at County's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from County. Contractor shall refund any monies erroneously charged.

12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONTRACTOR:

Any and all work product resulting from this Contract is commissioned by the County of Marin as a work for hire. The County of Marin shall be considered, for all purposes, the author of the work product and shall have all rights of authorship to the work, including, but not limited to, the exclusive right to use, publish, reproduce, copy and make derivative use of, the work product or otherwise grant others limited rights to use the work product.

To the extent Contractor incorporates into the work product any pre-existing work product owned by Contractor, Contractor hereby acknowledges and agrees that ownership of such work product shall be transferred to the County of Marin.

13. TERMINATION:

- A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the County may terminate this Contract by giving five (5) calendar days written notice to the party involved.
- B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
- C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
- D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

14. APPROPRIATIONS:

The County's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Board of Supervisors, the State of California or other third party. Should the funds not be appropriated County may terminate this Contract with respect to those payments for which such funds are not appropriated. County will give Contractor thirty (30) days' written notice of such termination. All obligations of County to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Board of Supervisors, the State of California or other third party, County's performance and obligation to pay under this Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Contractor, County may reduce the Maximum Cost to County identified in section 4 to reflect that elimination or reduction.

15. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performance of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent Contractor and not as officers, employees or agents of the County. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

16. AMENDMENT:

This Contract may be amended or modified only by written Contract of all parties.

17. ASSIGNMENT OF PERSONNEL:

The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to County, as is evidenced in writing.

18. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

19. INDEMNIFICATION:

Contractor agrees to indemnify, defend, and hold County, its employees, officers, and agents, harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees arising from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's negligence, recklessness or willful misconduct in the performance of this Contract.

20. DIGITAL ACCESSIBILITY:

Contractor shall ensure that all digital content and deliverables shall meet the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG), Version 2.2, level AA or most recent version, including any and all other applicable law regarding accessibility requirements. Contractor is responsible for addressing accessibility problems in any implementation, configuration, or documentation delivered or performed by Contractor, and in any software, documents, videos, and/or trainings given and published by Contractor and delivered under this contract. Applicable laws include but are not limited to Americans with Disabilities Act (ADA), 21st Century Communications and Video Accessibility Act (CVAA), and California Government Code Sections 7405 and 11135.

Contractor will engage in good faith with open and effective communication with County of Marin to solve and address accessibility issues. County of Marin will collaborate with Contractor around accessibility, understanding that it is the Contractor's responsibility to conduct accessibility testing, provide proof of compliance, and create accessible deliverables.

21. COMPLIANCE WITH APPLICABLE LAWS:

The Contractor shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone, Living Wage Ordinance, and Board of Supervisors Resolution #2005-97 prohibiting the off-shoring of professional services involving employee/retiree medical and financial data affecting services covered by this Contract. Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

- 1. Pursuant to California Franchise Tax Board regulations, County will automatically withhold 7% from all payments made to vendors who are non-residents of California.**
- 2. Contractor agrees to meet all applicable program access, digital access and physical accessibility requirements under State and Federal laws as may apply to services, programs or activities for the benefit of the public.**

3. For Contracts involving any State or Federal grant funds, Exhibit D must be attached. Exhibit D shall consist of the printout results obtained by search of the System for Award Management at www.sam.gov.

Exhibit D - Debarment Certification

By signing and submitting this Contract, the Contractor is agreeing to abide by the debarment requirements as set out below.

- The certification in this clause is a material representation of fact relied upon by County.
- The Contractor shall provide immediate written notice to County if at any time the Contractor learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Contractor certifies that none of its principals, affiliates, agents, representatives or contractors are excluded, disqualified or ineligible for the award of contracts by any Federal agency and Contractor further certifies to the best of its knowledge and belief, that it and its principals:
 - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
 - Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
 - Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180.800(a);
 - Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Contractor agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

22. NOTICES:

This Contract shall be managed and administered on County's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to County at the following location:

Contract Manager: _____

Dept./Location: _____

Telephone No.: _____

Notices shall be given to Contractor at the following address:

Contractor: _____

Address: _____

Telephone No.: _____

23. ACKNOWLEDGEMENT OF EXHIBITS

☒ **Check applicable Exhibits**

**CONTRACTOR'S
INITIALS**

EXHIBIT A.

EXHIBIT B.

EXHIBIT C.

☐	Scope of Services	
☐	Fees and Payment	
☐	Insurance Reduction/Waiver	

EXHIBIT D.

EXHIBIT E.

EXHIBIT F.

☐	Contractor's Debarment Certification	
☐	Subcontractor's Debarment Certification	
☐	Federal Provisions Exhibit / Attachment 1	

IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

CONTRACTOR:

APPROVED BY

COUNTY OF MARIN:

By: _____

Name: _____

Title: _____

By: _____

=====

COUNTY COUNSEL REVIEW AND APPROVAL *(required if template content has been modified)*

County Counsel: _____ Date: _____

EXHIBIT "A"
SCOPE OF SERVICES (required)

EXHIBIT "B"
FEES AND PAYMENT SCHEDULE (required)

COUNTY shall pay CONTRACTOR as follows:

- (1) BASE CONTRACT FEE. COUNTY shall pay CONTRACTOR a contract fee of _____ per month not to exceed _____ during the term of the contract. CONTRACTOR shall submit requests for payment via invoice net 30 following provision of services.
- (2) MILEAGE. COUNTY shall not pay CONTRACTOR for travel by private, leased or hired vehicle as required by this Contract.
- (3) TRAVEL COSTS. COUNTY shall not pay CONTRACTOR for meals, lodging or other travel costs not included in this Contract. All costs above base contract fee (the not to exceed limit) are capped at _____.
- (4) AUTHORIZATION REQUIRED. Services performed by CONTRACTOR and not authorized in this Contract shall not be paid for by COUNTY. Payment for additional services shall be made to CONTRACTOR by COUNTY if, and only if, this Contract is amended by both parties in advance of performing additional services.
- (5) MAXIMUM CONTRACT AMOUNT. The maximum term of this Contract is _____. The maximum amount payable to Contractor under this Contract for this period shall not exceed _____.