



COUNTY ADMINISTRATOR'S OFFICE

Susan S. Muranishi, County Administrator

Donna Linton, Assistant County Administrator

MEMORANDUM

February 17, 2012

TO: Interested Parties

FROM: Susan S. Muranishi, County Administrator

SUBJECT: Request for Qualifications – Financial Advisory Services - **REOPENED**

The County of Alameda (County) is seeking statements of qualifications from firms interested in providing financial advisory services for future debt financings and is reopening the application period for to ensure the widest participation possible by interested firms. Selected firms may assist in identifying and securing funding sources for projects under consideration, evaluate financing options for such projects, assess the feasibility of borrowing in the context of the County's existing debt obligations, and provide financial advice and support, as needed, to assist the County in making decisions concerning projects that require financing.

Based on the responses to this request, the County anticipates selection of a pool of firms which would provide financial advisory services on an as-needed basis over a two-year period. The number of debt financings to be completed during this period can not be determined, but could include a variety of capital projects as well as pension obligation bonds or other transactions.

Firms interested in being considered for selection should submit responses to the attached Request for Qualifications (RFQ) by **4:00 PM on March 2, 2012** to:

Alameda County Administration Building
County Administrator's Office
1221 Oak Street, 5th Floor, Suite 555
Oakland, CA 94612
richard.conway@acgov.org

ATTENTION: Richard Conway

Please submit four (4) bound copies, one (1) unbound copy, and one (1) electronic copy no later than **4:00 P.M. (PST) on March 2, 2012**. Responses received after this day and time will not be considered. **Firms who have already submitted an application should not resubmit during this reopening.**

SSM:RC:
Attachment

c: Each Member, County Administrator's Ad Hoc Finance Committee

County of Alameda
Request for Qualifications
Financial Advisory Services – 2012

The County of Alameda (County) invites qualified financial advisory firms to respond to this RFQ. The County is interested in securing the services of financial advisors for the purpose of assisting the Board of Supervisors, the County Administrator, County Counsel, and other County partners, in meeting the County's debt financing goals.

I. Alameda County

The County of Alameda was established in 1853 and is currently the 7th most populous county in California with 14 incorporated cities and several unincorporated communities. Alameda County has a population in excess of 1,500,000, and is one of the most ethnically diverse regions in the Bay Area. The County has an approved budget of \$2.4 billion for fiscal year 2011-2012, and actively manages a debt portfolio comprised in part of certificates of participation, lease revenue, pension obligation and tax increment bonds, and commercial paper. Alameda County currently maintains ratings of A1/AA/AA- from Moody's, Standard & Poor's, and Fitch rating services respectively.

II. Scope of Services

A. Financing Options

- Generate innovative options for financing projects under consideration including risk analysis of various financing strategies and debt structures;
- Investigate and analyze alternative revenue sources available to fund prospective projects;
- Secure the services of any additional professional resources required to identify, analyze and recommend alternatives for financing;
- Assist County staff in securing financing sources as needed; and
- Assist in the development of the project financing schedule.

B. Proposed Financings

- Assist in the formation of the financing team for the pending debt issuance;
- Assist in the development of a project schedule and oversee adherence to schedule;
- Serve as lead point of contact for the County as related to the pending debt issuance;
- Assist the County in reviewing bond structure proposals, including pricing strategies, providing a risk analysis of any proposed financial instruments and making recommendations regarding the most cost-effective mechanisms for use by the County;

- Prepare written and oral presentations to County staff and/or Board of Supervisors on bond structure proposals prior to the issuance or refunding of any bonds by the County;
- Prepare pre-sale market analysis, estimated pricing scales, estimated debt service schedules and other relevant materials on competitively bid issues. The assessments shall include but not be limited to a cost benefit analysis of the proposed structure and an analysis of the County's relative position in the marketplace;
- Participate in the preparation and review of all legal documents related to the financing including but not limited to indentures, site leases, and the preliminary and final offering statements;
- Participate in pricing activities, analyses of pricing proposals, evaluation of underwriter discount proposals, development of syndicate policies, and other factors related to bond sales; and
- Review and coordinate the closing process for a County financing project, including the review of all closing documents.

C. Completed Financing

- Assist the County in post-bond issuance evaluation of the underwriting team including the preparation of a written report documenting the sale results;
- Review and comment on bond sale summary reports provided by senior managing underwriters on all financings issued by the County; and
- Provide analyses of proposed changes to existing bond issues, such as conversion from variable fixed rates, changes to credit enhancement provisions or liquidity providers, and any other components affecting the cost of the outstanding bonds.

D. General

- Upon request, prepare and present special reports, analyses or studies on subjects selected by the County which fall within the training and expertise of the financial advisor;
- Assist the County staff in preparing presentations to credit rating agencies and its continuing efforts to maintain and enhance credit agencies' familiarity with the County and its service area economy.
- Be available on a regular basis for consultation with County staff regarding the management/oversight of a large, diverse debt portfolio.

III. Preparation of Responses

A. Introductory Section

- This section should consist of a letter of introduction signed by an officer of the firm and an executive summary which highlights the proposal's key points.

B. Firm Qualifications

This section should include the following:

- The address and telephone number of the office that will staff this engagement;
- The name and telephone number of the firm's representative designated as the day-to-day contact person;
- A brief description of the firm's practice in areas related to public finance;
- Specific background and experience providing financial advisory services to clients whose profiles are similar to the County's. California county experience is preferred.
- A description of the firm's experience serving as financial advisors for obligations issued by local California issuers, the State of California, and issuers outside of California, since January 1, 2009. Provide in an appendix the name of the issuer, the name of the issue, the sale date, the size of the issue, the type of the issue, the method of sale, and the firm's role in the transaction.

C. Staff Qualifications

The qualifications, expertise and availability of the individuals assigned to a project are exceedingly important to the County, and will influence the County's choice of financial advisors for the pool. Please be specific in addressing these items:

- The members of the professional team, including specific areas of expertise of each as related to different types of financing structures, whether specified team members will be serving in a primary or support capacity, and the availability of identified team members to work on County projects.

D. Compensation

The County plans to pay fees contingent upon completion of specific financing transactions on a per project basis. Please provide a proposed fee schedule by type of financing (e.g., revenue bonds; lease financings; TRANs; general obligation bonds).

E. References

Please provide the names, addresses and telephone numbers for five issuers with whom you have worked over the past two years, and who are able to attest to your firm's expertise, quality of work,

and the service provided by the specific individuals who are identified in Section IV-C of your response. California county references are preferred.

F. Additional County Requirements

It is the intent of the County of Alameda to develop and promote economic growth for the community which it serves. Accordingly, the County seeks to maximize the involvement of minority and women-owned business enterprise (M/WBE) and small, local, and emerging businesses in its financing teams. Additional information on the County's Small, Local and Emerging Business (SLEB) Program is available on-line at the following address:

<http://www.acgov.org/auditor/sleb/>

Please indicate how you propose to work with the County to support the involvement of M/WBE and SLEB firms in future financings.

IV. Submission Instructions

- A. Please submit four (4) bound copies, one (1) unbound copy, and one (1) electronic copy of your response to this RFQ no later than 4:00 p.m. (PST), on March 2, 2012, to the following address:

Response to RFQ for Financial Advisory Services
County of Alameda, County Administrator's Office
1221 Oak Street, 5th Street, Suite 555
Oakland, California 94612
richard.conway@acgov.org

ATTENTION: Richard Conway

- B. Responses are limited to **ten pages** including the letter of introduction, but excluding any biographical information.
- C. A panel will review responses and will develop a short list of responders. The panel may choose to interview the most qualified responders; in the event that interviews are held, it will be mandatory for the lead representative of the respective organizations to attend. Only those individuals who will be directly involved in working with the County should attend the interview.
- D. All responses should be valid for a 90-day period from the due date of the RFQ, and should be signed by an authorized official of the firm. A firm may withdraw its response by written request to the County, **ATTENTION:** Richard Conway.
- E. The County reserves the right to reject any response. All responses become part of the County's public record.

V. Evaluation Criteria

Responses to this RFQ will be evaluated according to the criteria listed below:

- Specialized experience and technical competence of the firm, record of performance, strength of key personnel identified in the proposal;
- Availability of team to work with County staff; and
- Organization, presentation and content of the proposal.

The County reserves the right to:

- Request additional information from any firm prior to its selection;
- Select firms that will best meet the County's needs; and
- Consider information about any firm from other sources in addition to the information submitted by the firm.

VI. Inquiries:

To preserve the integrity of the selection process, questions regarding this RFQ should be addressed to Richard Conway at richard.conway@acgov.org. All questions should be submitted by February 24, 2012. The County will post all questions and corresponding responses to <http://www.acgov.org/>, under *Doing Business With Us*, by February 27, 2012.

