



TRANSBAY TRANSIT CENTER AND TOWER

DESIGN AND DEVELOPMENT
COMPETITION

PROCESS REPORT

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STASTNYBRUN
ARCHITECTS, INC.

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EXECUTIVE SUMMARY

Purpose of this Report

This report lays out the framework for a Design and Development Competition for the Transbay Transit Center, including bus ramps connecting the Center to the Bay Bridge, and a mixed-use Tower adjacent to the Center. The goal of the Competition is to select a Design and Development Team to design the Transit Center and Tower, and build the Tower. The Transbay Joint Powers Authority (TJPA) will build the Transit Center. The Report has two purposes: (1) to guide the TJPA Staff and its consultants through the selection process, and (2) to explain the selection process to the TJPA Board of Directors. This Report incorporates comments on previous drafts from TJPA Staff and consultants and from Transbay Project stakeholders. The TJPA Staff and its consultants request that the TJPA Board of Directors comment on this Report. Those comments will be incorporated in a final Report that will be presented to the Board for its approval and authorization to proceed with the selection process at the Board's regularly scheduled meeting in January 2006.

Overview of Competition

The objective of the Design and Development Competition is to select the Design and Development Team (D/D Team) most qualified to design a world class Transbay Transit Center to be developed by the TJPA as well as design and develop the adjacent mixed-use Transbay Tower in San Francisco, California. The interconnected design and financing of the Transit Center and Tower require that the two buildings be designed and developed in tandem.

The Competition will be conducted in three stages as follows:

Stage I: Pre-qualification of Architects (PQA)

In the first stage of the Competition, the Jury, a panel of distinguished design and development professionals, will select the most qualified and talented architects to qualify to participate in Stage II as Lead Designers on a D/D Team. This pre-qualification of architects establishes the TJPA's expectation of a high level of design quality for the Transit Center and Tower.

Stage II: D/D Team Qualifications & Interview (RFQ)

In the second stage, the TJPA will issue a Request for Qualifications from comprehensive D/D Teams to identify Teams capable of executing such a complex development while maintaining design excellence. Only architects pre-qualified in Stage I may be Lead Designers on D/D Teams. The Jury will select the most qualified D/D Teams to participate in Stage III.

Stage III: Design and Development Proposals (RFP)

In the third stage, the selected D/D Teams will create Design and Development Proposals for the design of the Transbay Transit Center and design and development of the Tower. Based on the Jury's evaluation of Stage III, the top-ranked D/D Team will be invited to negotiate a Design and Development contract with the TJPA.

What is Included in this Report

This report contains the preferred D/D Team selection process, including preparatory actions, process overview, regulations, schedule, evaluation criteria, and Jury selection method.

DESIGN & DEVELOPMENT COMPETITION OVERVIEW

The Transbay Joint Powers Authority (TJPA) will conduct an international, three-stage Design and Development Competition to select the Design and Development Team (D/D Team) most qualified to design a world class Transbay Transit Center to be developed by the TJPA as well as design and develop the adjacent mixed-use Transbay Tower in San Francisco, California.

Because the Transit Center and Tower will be large and complex structures, the buildings should be designed, financed, and developed in tandem. The site of the Transit Center and Tower is the site of the existing Transbay Terminal at First and Mission Streets. The new Transit Center will accommodate buses, commuter trains, and the future California High Speed Rail Line, and will house leaseable and administrative space. The Tower will contain a mix of uses, such as residential, hotel, office, retail, and cultural, --to be determined through negotiation of a Design and Development Agreement between the TJPA and the winning D/D Team.

The Transbay Transit Center and Tower are part of a larger Transbay Transit Center Program, which includes several additional elements: the rail tunnel and rail systems to extend Caltrain from Fourth and King Streets to the Transbay Transit Center, a new underground Fourth and Townsend Street Station, modifications to the existing surface station at Fourth and King, temporary bus terminals, ramps and permanent bus storage facilities. Of these elements, only the ramps connecting the Bay Bridge and the Transit Center will be designed by the D/D Team selected through this competition process. The other elements listed are to be designed and constructed by other teams selected through other processes.

The scope of architectural/engineering services (design) for the Transbay Transit Center and ramps will be contracted by phase with options. It is expected that the scope of services for the selected Design Team will include all necessary design, construction documents, and construction administration services. The scope of services for the Tower is subject to the development proposal selected as part of this competition.

The Transbay Transit Center and Tower will be the centerpiece of the evolving Transbay Redevelopment Area and the focus of regional bus and rail transit operations for downtown San Francisco. As such, the TJPA is searching for the D/D Team that will deliver a project that achieves aesthetic, functional, and technical excellence to create a unique, urban, mixed-use facility.

The three-stage Design and Development Competition will be managed and facilitated by StastnyBrun Architects, Inc., which has been retained by the TJPA as the "Competition Manager". The process will be conducted as follows:

Stage I: Pre-qualification of Architects (PQA)

Stage I focuses on design excellence. The purpose of this stage is to select architects that are eligible to participate in Stage II, thereby establishing the TJPA's expectation of superior design quality for the Transit Center and Tower. To participate, design firms must identify a Lead Designer(s) and submit examples from the Lead Designer's portfolio along with a statement of the Lead Designer's design philosophy and proposed approach to the project, as well as examples of recently completed projects by the firm. The Jury will evaluate the submittals on the basis of design excellence focusing its evaluation on the Lead Designer's portfolio of work, design philosophy, performance, individual profile, and the examples of the design firm's past work. The Jury will select Lead Designers who are eligible to be included as the Lead Designer(s) in D/D Teams in Stage II.

Stage II: Request for Qualifications from Design/Development Teams (RFQ)

The purpose of Stage II is to identify D/D Teams capable of executing such a complex development while maintaining design excellence. Each response to the Request for Qualifications must propose a

consolidated approach by a team of highly qualified and innovative individuals representing design (architecture and engineering) and development. Only the architects who are pre-qualified during Stage I may be included as Lead Designers on D/D Teams, but Teams may include additional architects or design firms to provide specialty consulting, construction documents, or construction administration services. The Jury will base its evaluation of Teams on design and development delivery methodology, the credentials of the Team members and the breadth of expertise represented, and the ability to complete the construction of a Tower that will compliment the Transit Center and provide revenue to the Transbay Transit Program. The Jury will select D/D Teams to invite to participate in Stage III.

Stage III: Request for Proposals from the selected Design/Development Teams (RFP)

In Stage III, each of the selected D/D Teams will prepare a complete development proposal. The responses must propose a design of the Transit Center as well as a proposal for the design, financing, and construction of the Tower. At the commencement of Stage III, the TJPA will provide the Teams with a pro forma model, which will guide the preparation of the development proposals. The Teams will have a minimum of 90 days to prepare their proposal. Each Team will have an opportunity to participate in two mid-course reviews with the Competition Manager, representatives of the Technical Advisory Team, composed of the TJPA's Technical Advisory Committee and its Financial Advisory Committee, and of the TJPA. Each D/D Team will receive a fixed professional fee of \$100,000 for their submission of a full and complete proposal in accordance with the published Competition Regulations.

Upon receipt of the submissions, the Competition Manager, Technical Advisory Team, and the TJPA will evaluate the technical aspects of the proposals to assure full compliance with all mandatory and minimum performance criteria. Questions and requests for clarification arising from the evaluation will be submitted to each D/D Team. Following this technical evaluation and the D/D Teams' responses to questions and requests for clarifications, the D/D Teams will present their proposals to the Jury.

The Jury will consider the written submissions of each Team, the findings of the technical evaluation, and the D/D Team presentations. For each proposal, the Jury will evaluate the quality of the design and functionality of the Transit Center and Tower and the potential revenue to the Transbay Program from the development of the Tower. The Jury will rank the proposals and recommend the top-ranked proposal to the TJPA Board of Directors.

Contract Award

Upon approval by the TJPA Board of Directors of the Jury's recommendation, the top-ranked D/D Team will be invited to negotiate a Design and Development Agreement with the TJPA for the design and development of the Tower and for the design of the Transit Center. The Design and Development Agreement will contain detailed standards for the design of the two structures and define the financial and legal relationship between the D/D Team and the TJPA. Following selection of a D/D Team, the Board reserves the right to request changes to the design and financial terms proposed by the selected Team in Stage III.

The Competition Jury

The Jury, comprised of recognized design and development professionals, will be a key component of the competition process. The Jury will be responsible for determining the pre-qualified architect list in Stage I, selecting the D/D Teams in Stage II, and selecting a D/D Team to recommend to the TJPA for Contract Award in Stage III. The Jury is also responsible for recommending termination of the competition process if it determines that the result of any stage does not meet standards set by the TJPA.

COMPETITION PREPARATION

A number of actions will take place prior to the commencement of the Design and Development Competition, including informing stakeholders of the Competition process, producing the support material to be used in the Competition, and creating and placing Competition announcements and advertisements to inform the professional design and development community. In addition, certain Competition materials for later stages will be prepared.

Inform Stakeholders

Drafts of this report were issued to key project stakeholders. Comments informed the project team and consultants of stakeholder issues that were taken into consideration in drafting the Competition process.

Produce Support Materials

The Competition Manager will coordinate the preparation of a Competition Manual to guide the process and a Competition Website to disseminate Competition information. These resources will provide comprehensive information and will be published using a well-designed graphic format that is consistent with the TJPA's graphic identity. The content for both the Manual and the Website will be derived from information in this report.

Competition Manual

The Competition Manual will be a concise booklet of information intended to provide Competition participants and other interested people all the information necessary to understand the project, the purpose of the Competition, how the Competition will be run, and how participants will be evaluated. At a minimum, the Manual will contain:

- Invitation to participate from the Transbay Joint Powers Authority,
- Overview of the Design and Development Competition process,
- Mission/Vision statement of the Transbay Transit Center,
- Project summary and background (and how the Transit Center and Tower fit into the larger Transbay Transit Center Program),
- Site context and plan,
- Preliminary program of the Transit Center and Tower,
- Competition Process Diagram (a graphic depiction of the Competition process),
- Competition Regulations (to govern all activities related to the Competition),
- Competition Schedule,
- Information on the evaluation process and criteria for each of the three stages, and
- Contact information

Competition Website

The Competition Website will be comprehensive in content, yet easily understood by potential participants and the general public alike. It will be professionally developed, ready to launch along with the Competition announcement, and updated throughout the process. The website will serve as the communications hub for the Competition providing accurate and timely information to all audiences concerned. All information pertaining to the Design and Development Competition, including information specifically prepared for participants and press, will be posted to the website to provide a central location to answer all inquiries. The website will contain:

- Introduction to the Competition,
- Project overview including context, mission/vision statement, site, and program,
- Competition support information including the Manual, schedule, questions & answers, and announcements/updates,
- Progress section including information on each of the short-listed Designers or Teams at each stage of the Competition,
- Press section including all advisories, releases, and other pertinent information, and
- Information on how to contact TJPA

Create and Place Competition Announcements

The Competition Manager will draft a Competition Announcement and work with TJPA to graphically develop and disseminate it. The Announcement will be similar in detail and scope to the “Overview of the Design and Development Competition” in the previous section of this report, but will contain additional details regarding submission requirements for Stage I. It will identify general submittal requirements, the time and place of the Pre-Submittal Meeting, where and how to obtain additional information, and important dates.

A variation of this announcement (length and detail to be determined for each publication) will appear in Fed Biz Ops, which lists the federal government’s A/E services opportunities; daily commerce papers from major cities, such as New York, Boston, Chicago, San Francisco, Los Angeles, and Seattle; online professional journals and organizations such as APTA Passenger Transport, Passenger Terminal World, Competitions Magazine, American Institute of Architects (AIA), Engineering News-Record, and on the Competition Website.

Selection of the Competition Jury

The Jury will be selected, approved, and officially appointed by the Transbay Joint Powers Authority Board of Directors prior to the commencement of Stage I. The commencement of the Competition is dependent on the Board’s approval of the Jury. The process for selecting the Jury is described in detail, along with information on the Jury’s role and how it will operate, in this report.

Development of the Competition Program

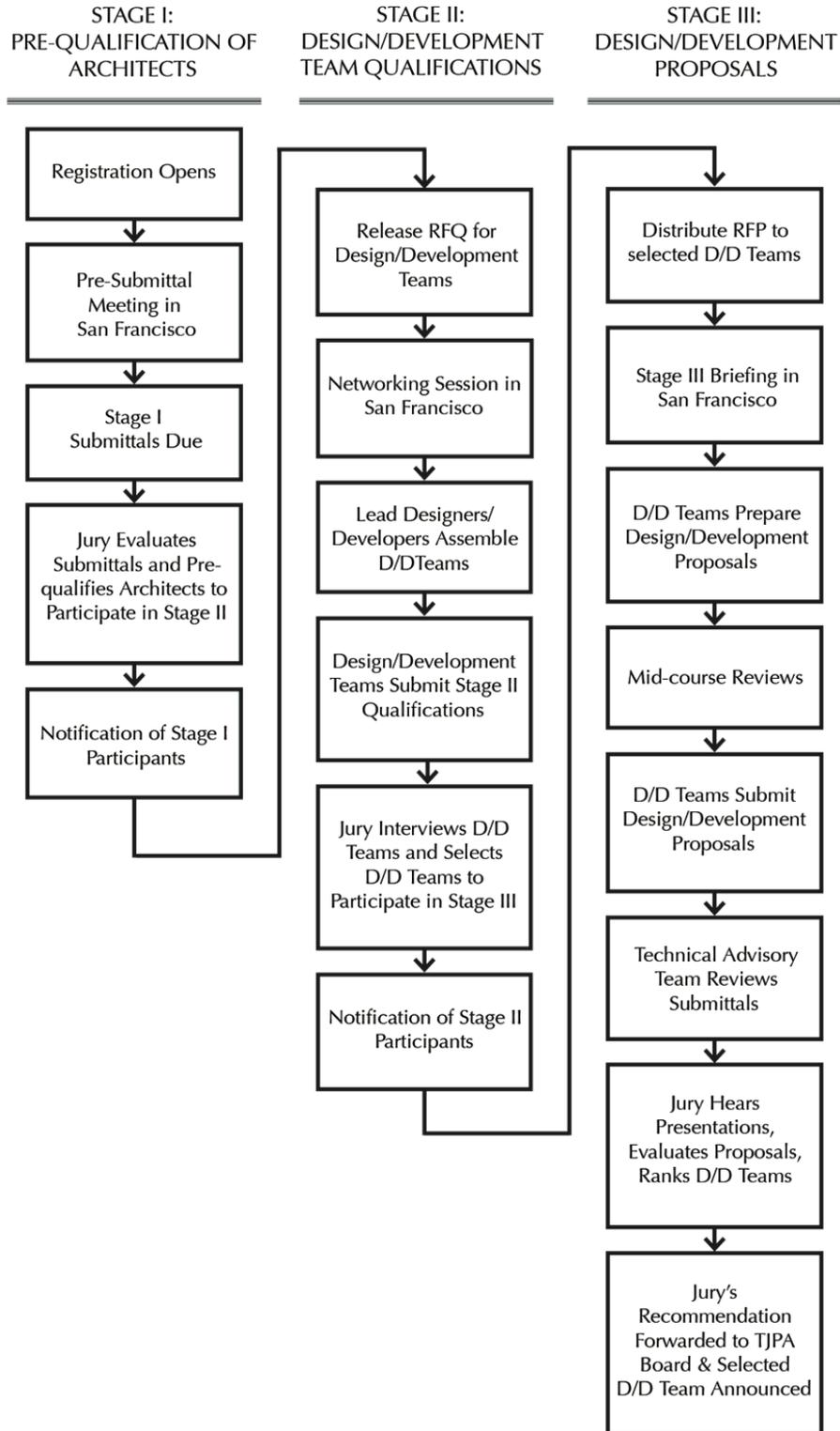
TJPA is currently working with a team of planning consultants to confirm program requirements and design criteria and to test functional layouts. This functional planning phase will continue through 2005 and provide the basis of the Final Competition Program in Stage III.

In Stage I, a brief Preliminary Program is included in the Competition Manual. It is presented as a general problem statement and identifies principles for context, design excellence, and technology.

In Stage II, additional information about the overall Transit Center adjacencies and building systems is provided as well as general requirements for the Tower and ramps to assist participants in the formation of D/D Teams.

In Stage III, the selected D/D Teams receive the Stage III Information Packet, which will include the Final Competition Program, the mandatory requirements for the Stage III Design and Development Proposal submittal, pro forma model, and any additional information pertinent to the final stage of the Competition. The Program is distributed at the Stage III Briefing and fully describes requirements and all elements to be included in the Design and Development Proposals.

COMPETITION PROCESS DIAGRAM



COMPETITION REGULATIONS

The following regulations will be used to conduct and govern this Design and Development Competition. Agreement by any Design/Development (D/D) Team or member thereof to participate in any facet, event, or element of the Design and Development Competition requires compliance with all Competition Regulations.

1. COMPETITION PROCEDURE

1.1. Stage I: Pre-qualification of Architects (PQA)

- 1.1.1. PQA Announcement and Registration: Announcement of the PQA and advertisements will appear in trade newspapers, professional publications, Fed Biz Ops and on the Competition Website. Architects must register electronically on the competition website in order to participate. The announcement will contain a description of the project, the competition process, and other information pertinent to Stage I. Additional information will be made available to participants in subsequent stages.
- 1.1.2. Distribution of PQA Packets: In response to registration via the Competition Website, PQA Packets, containing information on the project and competition process, will be distributed.
- 1.1.3. Pre-Submittal Meeting: Registered participants will be invited to attend a briefing and a guided tour of the Transbay Transit Center and Tower project site. Representatives of the Transbay Joint Powers Authority (TJPA) will facilitate site visits and be available to answer questions. Information imparted during the site visit is for the Designers' further understanding of the site and program. Meeting minutes of the briefing and site tour will be taken and posted to the Competition Website.
- 1.1.4. Question and Answer Period: Registered participants will be given an opportunity to submit written questions pertaining to the project or competition process. All questions received from registered participants will be answered, and copies of all questions and answers will be posted to the Competition Website. Questions must be submitted by e-mail to the Competition Manager at the Competition Address designated herein.
- 1.1.5. Submission of Stage I Architect Qualifications: The submittal must conform to the "Mandatory Requirements for Stage I Submittal" as stated in these Competition Regulations. All submittals must be received at the Competition Address by 3:00pm (Pacific Time) on the date indicated on the Competition Schedule. Submissions received after this time are late and will not be considered in the Competition and will be returned unopened to the sender.
- 1.1.6. Compliance Check: Upon receipt of the Stage I Submittals, the Competition Manager will review each submittal to check for compliance with the "Mandatory Requirements for Stage I Submittal." Should any submittal be found in noncompliance with these Competition Regulations, the Competition Manager will notify the Competition Executive Committee of the situation and recommend an action. The Committee will make the final decision concerning compliance of submittals. If a submittal is disqualified, the Competition Manager will remove it from the Competition, notify the entrant, and return it to the sender. The decision of the Competition Executive Committee is final and not subject to appeal.

- 1.1.7. Stage I Evaluation and Selection: All submittals complying with the “Mandatory Requirements for Stage I Submittal” will be evaluated equally and without prejudice. The Jury will analyze and evaluate all complying Stage I Submittals and qualify the best architects to participate as Lead Designers in Stage II.
- 1.1.8. Stage I Participant Notification: The Competition Manager will notify all Stage I participants of the firms selected to advance to Stage II, and the results of Stage I will be posted to the Competition Website.

1.2. Stage II: Request for Qualifications from Design/Development Teams (RFQ)

- 1.2.1. RFQ Announcement and Registration: Announcement of the RFQ and advertisements will appear in trade newspapers, professional publications, Fed Biz Ops and on the Competition Website. Developers must register electronically on the competition website in order to participate. The announcement will contain a description of the project, the competition process, TJPA’s preferred delivery method and other pertinent information.
- 1.2.2. Distribution of RFQ Packets: In response to registration via the Competition Website, RFQ Packets, containing information on the project, competition process, and Pre-qualified Architects, will be distributed.
- 1.2.3. Availability of Stage I Submittals: The Pre-qualified Architects’ Stage I Submittals will be made available upon request to registered participants of Stage II. Requests must be submitted to the Competition Manager at the Competition Address.
- 1.2.4. Stage II Networking Session: The TJPA will host a networking session to be held in San Francisco on the date indicated on the Competition Schedule. The purpose of the session is to provide an opportunity for developers and consulting firms to explore potential teaming opportunities.
- 1.2.5. Question and Answer Period: Registered participants will be given an opportunity to submit written questions pertaining to the project or competition process. All questions received from registered participants will be answered, and copies of all questions and answers will be posted to the Competition Website. Questions must be submitted by e-mail to the Competition Manager at the Competition Address.
- 1.2.6. Submission of Stage II Design/Development Team Qualifications: The submittal must conform to the “Mandatory Requirements for Stage II Submittal” as stated in these Competition Regulations. All submittals must be received at the Competition Address by 3:00pm (Pacific Time) on the date indicated on the Competition Schedule. Submissions received after this time are late and will not be considered in the Competition and will be returned unopened to the sender.
- 1.2.7. Compliance Check: Upon receipt, the Competition Manager will review each submittal and check for compliance with the “Mandatory Requirements for Stage II Submittal.” Should any submittal be found in noncompliance with these Competition Regulations, the Competition Manager will notify the Competition Executive Committee of the situation and recommend an action. The Committee will make the final decision concerning compliance of the D/D Team. If the Team is disqualified, the Competition Manager will remove the submittal from the Competition, notify the entrant, and return

the non-complying submittal to the sender. The decision of the Competition Executive Committee is final and not subject to appeal.

- 1.2.8. Stage II Interviews: All D/D Teams complying with the “Mandatory Requirements for Stage II Submittal” as stated in these Competition Regulations will be interviewed by the Jury in a format that allows each Team to be evaluated equally and without prejudice. The interviews will take place on the dates set forth in the Competition Schedule. The focus of the interview will be the personal commitment of the Lead Designer and the capability of the D/D Team to deliver an exceptional design for the Transit Center and Tower and develop the Tower in a timely manner.
- 1.2.9. Stage II Evaluation and Selection: The Jury will evaluate all complying Stage II submittals and interviews and choose the most qualified D/D Teams to be invited to participate in Stage III. The selection will be based on the Stage I submittal, the Stage II submittal, and the interview.
- 1.2.10. Stage II Participant Notification: The Competition Manager will notify all D/D Teams of the Teams selected to advance to Stage III, and the results of Stage II will be posted to the Competition Website.

1.3. Stage III: Request for Proposals from the selected Design/Development Teams (RFP)

- 1.3.1. RFP Distribution: Each of the selected D/D Teams will receive a Request For Proposals for a design and development package. The RFP will state the requirements for Stage III Submittals.
- 1.3.2. Stage III Competition Briefing: Representatives of the Stage III Teams will be required to attend a Briefing in San Francisco with the Competition Manager and representatives of the Transbay Joint Powers Authority at the commencement of Stage III. The purpose is to review the official Request for Proposals, including the Competition Schedule and Procedures, Stage III submittal requirements, and expectations of the TJPA. Teams will receive the final Competition Program including functional planning diagrams at that time, as well as a guided tour of the site, and other information that is timely and appropriate.
- 1.3.3. Question and Answer Period: The Stage III D/D Teams will be given an opportunity to submit written questions pertaining to the project or Competition process. All questions received from Stage III Teams during the question/answer period indicated on the Competition Schedule will be answered, and copies of all questions and answers will be provided simultaneously to all Stage III D/D Teams. Questions must be submitted by e-mail or telephone to the Competition Manager at the Competition Address.
- 1.3.4. Mid-course Reviews: Each D/D Team will be invited separately to two Mid-course Reviews of its Design and Development Proposal. The Review is a daylong working session among the D/D Team, Competition Manager, Technical Advisory Team, and representatives of the Transbay Joint Powers Authority. The D/D Team should utilize the time to its best advantage. The Reviews will include focused discussion of design, technical functionality, and the development offering. Information imparted in the Review will be held in confidence by all parties participating; however, program issues arising out of the Review that affect all Teams will be documented and distributed by the Competition Manager to all the D/D Teams in the same manner as Questions and Answers. The purpose of the Review is to provide constructive feedback to the D/D Teams so that the final proposals submitted are as feasible and functional as possible.

- 1.3.5. Submission of Stage III Design and Development Proposals: The submittal shall conform to the “Mandatory Requirements for Stage III Submittals” stated in these Competition Regulations as confirmed at the Stage III Competition Briefing. All submittals must be received at the Competition Address by 3:00 pm (Pacific Time) on the date indicated on the Competition Schedule. Submissions received after this time are late and will not be considered in the Competition and will be returned unopened to the sender. A late submission also results in the forfeiture of the Competition Honorarium.
 - 1.3.6. Compliance Check: Upon receipt of the submittal, the Competition Manager will record such receipt and examine the submittal for compliance with the “Mandatory Requirements for Stage III Submittal.” Should any submittal be found in noncompliance with the Competition Regulations, the Competition Manager will notify the Competition Executive Committee and recommend an action. The Committee will make the final decision concerning compliance of the D/D Team. If the Team is disqualified, the Competition Manager will remove its submittal from the Competition and notify the Team of the decision. A finding of disqualification will result in forfeiture of the Competition Honorarium established for that D/D Team as described in these Competition Regulations. The non-complying submittal will be returned to the sender. The decision of the Competition Executive Committee is final and not subject to appeal.
 - 1.3.7. Technical Evaluation of the Proposals: Acting in an advisory capacity, a Technical Advisory Team will analyze the development offer and functionality of each Proposal. Issues that require clarification will be composed as written questions and submitted to the appropriate D/D Team, which will respond in writing in accordance with the Competition Schedule. Based on their analysis of the proposals and the Teams’ clarifications, the Technical Advisory Team will prepare a written evaluation of each proposal, which will be provided to the Jury.
 - 1.3.8. Stage III Presentations: Each D/D Team will be invited to present its Proposals to the Jury. The presentations will take place on the dates set forth in the Competition Schedule, and will be in a format that allows each Team to be evaluated equally and without prejudice. Following the presentation, time will be provided for the Jury to ask questions and discuss the proposal with the D/D Team.
 - 1.3.9. Stage III Evaluation and Selection: The Jury will evaluate the Design and Development Proposals based on the Stage III evaluation criteria. Upon review, analysis, and discussion of the Proposals, Technical Evaluations, and Team Presentations, the Jury will rank the Proposals and recommend to the TJPA the Proposal that best meets the established evaluation criteria.
 - 1.3.10. Report of the Jury: The Jury will prepare a written report, which will state the reasons for its ranking of the Design and Development Proposals. The report will be submitted to the TJPA as the final record of the Jury’s evaluation and ranking of the Design and Development Proposals. Should the Jury find that no proposal fulfills the design and technical criteria, it shall recommend to the TJPA that the Competition be terminated without selecting a Design/Development Team.
- 1.4. TJPA Approval and Adoption: The TJPA will review the Jury’s Report and forward it along with the TJPA’s recommended action to the Transbay Joint Powers Authority Board of Directors. The Board will receive and adopt the Report of the Jury and recommendation of the TJPA, establishing the selected Design Team for the Transit Center and Design/Development Team

for the Tower. The Board reserves the right to reject the recommendation of the Jury without incurring any liability to any member of any Design/Development Team if the Board so deems that the D/D Team recommended by the Jury does not qualify or is inappropriate to undertake the project as proposed.

2. COMMUNICATIONS

- 2.1. Communications Protocol: No Competition Participant or Participant's representative shall communicate with any member of the Transbay Joint Powers Authority staff, consultants, or Board of Directors, the Technical Advisory Team, Jury, or Competition Manager on matters of this Competition except as provided in these Competition Regulations. Any such communication subjects the Participant/Team to disqualification and forfeiture of the honorarium. If any Participant desires information of any kind in regard to the Competition, the Competition Regulations, the Program, or the site, the Participant shall ask for this information by e-mail to the Competition Manager at the Competition Address during the Question and Answer Periods in all three Stages.
- 2.2. Duration: This communications protocol is in effect continuously throughout the duration of the Competition from the time registration begins to the final announcement of the decision of the Transbay Joint Powers Authority Board of Directors regarding the selected D/D Team.
- 2.3. Reporting and Disqualification: Representatives of the Transbay Joint Powers Authority and Jury shall report any communications from Participants to the Competition Manager. The Competition Manager will report any communication that is not in compliance with the Competition Regulations to the Competition Executive Committee with a recommendation for action. The Committee will make the final decision concerning qualification or disqualification of the Participant/Team. The decision of the Committee is final and not subject to appeal.
- 2.4. Questions and Answers: All questions received in accordance with the Competition Schedule will be answered in accordance with the Competition Regulations. The authorship of the questions shall remain anonymous. Upon publication by the Competition Manager the Questions and Answers become part of the Competition Program and shall be interpreted as such.

3. MANDATORY REQUIREMENTS FOR STAGE I PQA SUBMITTAL

- 3.1. Purpose and Definitions: Architect Qualifications are intended to provide the Jury with an understanding of the Lead Designer's design philosophy and performance, profile and resume, and thoughtfulness and creativity, as well as the associated Design Firm's design performance and overall profile. The Lead Designer should be an individual or a defined collaboration of individuals. The Design Firm shall be an architectural practice that for purposes of this solicitation may be one firm or a joint venture or a prime/sub association of firms.
- 3.2. Format and Copies: Participants must provide ten (10) printed copies of the Architect Qualifications Submittal bound in 8.5 x 11 inch format and one electronic copy in PDF format on a compact disc. A page is considered a single side of paper, printing double-sided equals two pages.
- 3.3. Contents: The submittal must contain only the following information for consideration. No other information will be accepted.
 - 3.3.1. Cover Letter: The cover letter briefly introduces the submittal, its content, and the relationship between the Lead Designer and Design Firm (maximum of two pages).

- 3.3.2. Design Intent: A written statement of design intent by the Lead Designer (maximum of three pages) addressing:
- 1) Overall design philosophy and how it translates to the Transbay Transit Center and Tower Project;
 - 2) Understanding of the design issues (opportunities and challenges) for the proposed Transbay Transit Center and Tower;
 - 3) Philosophy for approaching the design of the Transbay Transit Center and Tower and understanding the vision, values, and mission of the project; and
 - 4) Commitment of the Lead Designer to the project.
- 3.3.3. Project Documentation: Documentation of up to three projects by the Lead Designer completed within the past ten years (maximum of six pages per project). At least two of the projects must be public sector projects. The project documentation may be organized at the discretion of the Lead Designer/Design Firm and must include the following:
- 1) A narrative description of each project (maximum of two pages). The description should include:
 - Design objectives, approach, results, project significance, and key features;
 - How the project is similar in scope, program, and/or complexity to the Transit Center/Tower Project;
 - How the client's operational, budgetary, and quality objectives were accomplished;
 - Unique aspects of the project, such as energy conservation, sustainability, or other examples of environmental and workplace excellence;
 - Contribution to urban fabric; and
 - Design excellence in the public sector.
 - 2) Illustrative examples of each project, including:
 - A minimum of two 8 x 10 inch illustrations/images of each project, and
 - Additional diagrams, images, or other explanatory information relative to the project.
 - 3) A list of awards, publications, notices, peer recognition, or any other documentation of design excellence of each project (maximum of one page).
- 3.3.4. Biographical Information: Lead Designer biographical information (maximum two pages) describing education, professional experience, design recognition inclusive of portfolio examples, and description of areas of responsibility.
- 3.3.5. Design Firm Projects: Documentation of up to five projects by the Design Firm completed within the past ten years (maximum of six pages per project). At least two of these projects must be public sector projects. The project documentation may be organized at the discretion of the Lead Designer/Design Firm and must include the following:
- 1) A narrative description of each project (maximum of two pages). The description should include:
 - Design objectives, approach, results, project significance, and key features;
 - How the project is similar in scope, program, and/or complexity to the Transit Center/Tower Project;

- How the client’s operational, budgetary, and quality objectives were accomplished;
 - Unique aspects of the project, such as energy conservation, sustainability, or other examples of environmental and workplace excellence;
 - Contribution to urban fabric; and
 - Design excellence in the public sector.
- 2) Illustrative examples of each project, including:
- A minimum of two 8 x 10 inch illustrations/images of each project, and
 - Additional diagrams, images, or other explanatory information relative to the project.
- 3) A list of awards, publications, notices, peer recognition, or any other documentation of design excellence of each project (maximum of one page).
4. MANDATORY REQUIREMENTS FOR STAGE II D/D TEAM SUBMITTAL

4.1. Purpose and Definitions: The purpose of Stage II is to identify comprehensive D/D Teams capable of executing such a complex development while maintaining design excellence. Each response to the Request for Qualifications must propose a consolidated approach by a team of highly qualified and innovative individuals representing design (architecture and engineering) and development. Only the architects who are selected during Stage I may be included as Lead Designers on D/D Teams, but Teams may include additional architects or design firms to provide technical design expertise, construction documents preparation, or construction administration services. The Team Qualifications and Interview are intended to provide the Jury with an understanding of the D/D Teams’ composition, organizational and management structure, and overall capability and capacity to do the job.

4.2. Format and Copies: Ten (10) printed copies of the Team Qualifications bound in 8.5 x 11 inch format and one electronic copy in PDF format on a compact disc. The submittal must contain only the following information for consideration. No other information will be accepted. A page is considered a single side of paper, printing double-sided equals two pages.

4.3. Contents: The submittal must contain only the following information for consideration. No other information will be accepted.

4.3.1. Cover Letter: The cover letter briefly introduces the submittal and its content (maximum of two pages).

4.3.2. Descriptive Narrative: A written narrative (maximum of three pages) that describes the composition of the D/D Team and the roles of the participants on the Team. Include detailed information on the participants of the Team, why the specific combination of Team members was selected and a Team organization chart. Sufficient information should be provided to justify the team make up and responsibilities.

4.3.3. Standard Form 330: Standard Form 330 “Architect Engineer Qualifications” published by the U.S. General Services Administration, which provides information regarding the Design Team’s organization, qualifications, and past projects. Teams should include all necessary disciplines and subconsultants and must include the following: architectural (including transportation and rail design), civil, structural (including blast resistant design), structural with experience in public highway and bridge design (Bay Bridge ramps), mechanical, electrical, life safety, lighting, sustainability, acoustics/vibration,

signage/graphics, vertical transportation, tunnel ventilation, retail, cost estimation, security (homeland/blast/biochemical/threat), and voice/data systems.

4.3.4. Developer Qualification Form: Qualifications Form for Development Entities, which provides information regarding the experiential and financial qualifications of the Development Team.

4.3.5. Disadvantaged Business Enterprise (DBE) Participation Forms: Details DBE participation and attainment of TJPA's stated DBE participation goal for this project.

4.4. Stage II PowerPoint Presentation: One electronic copy on a compact disc of a PowerPoint presentation prepared for the Stage II Interview that addresses the evaluation criteria (disc to be submitted at the time of the Interview).

5. MANDATORY REQUIREMENTS FOR STAGE III D/D PROPOSAL SUBMITTAL

5.1. Purpose and Definitions: The intent of Stage III is to have each D/D Team selected in Stage II prepare a Design and Development Proposal for the project. The Proposal is intended to provide the Jury with an understanding of the D/D Team's design response to the image, program requirements, and functionality of the Transit Center and Tower and the proposed funding, partnerships, and overall development approach. The Proposal should suggest the legal and financial terms of an agreement with the TJPA for the development of the Tower.

5.2. Format and Copies: Ten (10) printed copies of Development Proposal Document bound in 8.5 x 11 inch format and one printed copy of the presentation boards and compact disc.

5.3. Contents: The Stage III submittal requirements will be refined and confirmed at the Stage III Competition Briefing. Specific forms will be distributed for the development proposals in order to evaluate them equally and fairly. Also, drawing scales, mediums, and presentation composition will be established to best portray the design concepts in an equal and unbiased manner. At a minimum, the submittal will include a Development Proposal Document, presentation design boards, and a compact disc.

5.3.1. Development Proposal Document: Documentation of the Development Proposal in narrative, numerical, and graphic format including a narrative description of the design and development concept, pro forma, design renderings, and a printed color copy of each presentation board submitted scaled to 8.5" x 11",

5.3.2. Design Concept Boards: A maximum of six (6) 30" x 40", vertically oriented boards (maximum of 1/2" thickness) illustrating the concept, including plans, sections, elevations, perspectives, narratives and diagrams to fully explain the Design Proposal,

5.3.3. PDF Files on Compact Disc: An electronic copy of the Development Proposal Document and an electronic copy of the design concept presentation boards in PDF format (at a size and scale appropriate for web posting and printing) on a compact disc.

6. ELIGIBILITY TO COMPETE

Participation in this Competition will be open to all individuals or teams. The "Architect and Engineers of Record" shall comply with the State of California licensing requirements. No member of the Transbay Joint Powers Authority staff, PM/PC team, or Board of Directors, Jury, Jury members' firms, Technical Advisory Team, or Technical Advisory Team members' firms are eligible to participate on any Team or respond to any stage of this Competition.

7. COMPETITION PROFESSIONAL SERVICES FEE

The D/D Teams that are invited to participate in Stage III will receive a fixed professional services fee of \$100,000 each. The fee will be paid to the Lead Designer/Design Firm upon submission of a Design and Development Proposal in accordance with the Mandatory Requirements and the completion of Stage III as set forth in the Competition Schedule. There is no compensation for participation in Stage I or Stage II.

8. DISQUALIFICATION

The Competition Executive Committee has final determination on any and all disqualifications arising during the Competition procedure. The Competition Manager will forward issues requiring resolution to the Competition Executive Committee by presenting his findings to the Committee in an expedient and fair manner. The Committee will make the final decision regarding disqualification, and its determination will be final and not subject to appeal. Disqualification will occur should any Participant commit an act (or acts) that is (are) in conflict with the Competition Regulations.

9. JURY

The Jury will consist of seven (7) voting members and will be comprised of design and development professionals. The Jury will have a quorum of five (5) voting members at all selection meetings. All members of the Jury are to be selected by the Competition Manager, reviewed by the Competition Executive Committee, and approved by the Transbay Joint Powers Authority Board of Directors. The tasks of the Jury are defined in the Competition Regulations.

10. COMPETITION MANAGER

The Competition Manager, Donald J. Stastny FAIA FAICP, StastnyBrun Architects, Inc., Portland, Oregon, is retained by the Transbay Joint Powers Authority to manage the Competition procedure. The Competition Manager's role is as follows:

- 1) Be the sole contact of, and representative for, the Participants throughout the Competition;
- 2) Organize and coordinate all activities of the Competition to ensure an equitable, open, and clear process leading to decisions by the Jury; and
- 3) Facilitate meetings as required for the orderly execution of the Competition.

11. COMPETITION EXECUTIVE COMMITTEE

The Competition Executive Committee serves as the policy and decision making body for the Competition process. Any issues arising during the process, including non-compliance with Competition Regulations will be brought before the Competition Executive Committee by the Competition Manager for adjudication. The Competition Executive Committee will be composed of representatives of the TJPA and the PM/PC team.

12. TECHNICAL ADVISORY TEAM

The Technical Advisory Team is composed of representatives from the PM/PC team, the TJPA Technical Advisory Committee and the TJPA Real Estate Development Advisory Committee. Its role is to perform the technical evaluation of the Proposals and advise the Jury on the technical matters related to the financial proposal, operations, and functionality. The Technical Advisory Team does not address architectural design.

13. OWNERSHIP OF COMPETITION SUBMITTALS

All material submitted for any stage or event in this Competition will become the property of the Transbay Joint Powers Authority; however, the author(s) of any material may use their material for promotion and marketing efforts.

14. EXHIBITION OF COMPETITION SUBMITTALS

The Transbay Joint Powers Authority reserves the right to exhibit all Stage I, Stage II, and Stage III submittals that are in compliance with the Competition Regulations. Furthermore, the TJPA reserves the right to use or display any and all material for educational purposes, publication, documents, videos, or fund-raising purposes at its discretion. TJPA shall give appropriate credit to the author(s) of any material used.

15. DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION

The policy of TJPA is to ensure nondiscrimination on the basis of race, color, sex or national origin in the award and administration of DOT-assisted contracts. TJPA's intention is to create a level playing field on which DBEs can compete fairly for contracts and subcontracts relating to TJPA's construction, procurement and professional services activities.

The selected D/D Team shall cooperate with TJPA in meeting its commitments and objectives with regard to ensuring nondiscrimination in the award and administration of DOT-assisted contracts and shall use its best efforts to ensure that barriers to participation of DBEs do not exist.

The DBE participation goal for this Project is established as xx% [TO BE DETERMINED] of the total amount of the awarded Contract.

16. CONTRACT AWARD

Subject to the TJPA Board of Directors' approval of the Jury's recommendation, the selected D/D Team will be invited to negotiate a contract with the TJPA for the design and development of the Tower and a contract to provide professional architectural/engineering services for the Transbay Transit Center.

Since the Competition results will be used to solicit and allocate capital improvement funds, and design and construction may be phased, as funds become available, TJPA reserves the right to request modification in the program or design prior to detailed design and construction documentation. At any time, TJPA reserves the right to not proceed with the project.

If for any reason, the TJPA is unable to negotiate an agreement with the selected D/D Team, the TJPA reserves the right to officially terminate negotiations with the top-ranked team and commence negotiation with the second ranked D/D Team. The TJPA also reserves the right to terminate the selection process at any point.

17. COMPETITION ADDRESS

The Competition Address, which includes telephone, e-mail, and website, shall be the recipient of all communication and correspondence that are a part of, or in response to, the Competition. Inquiries and questions should be e-mailed to the Competition Manager. The official address for this Competition is as follows:

[TBD]

18. COMPETITION SCHEDULE

The Competition Schedule is hereby appended to, and is part of, the Competition Regulations. It lists the sequence of events and the deadlines in accordance with the Competition procedure. The TJPA reserves the right to make modifications to the Competition Schedule. If modifications to the schedule or other changes or clarifications are required, they will be issued as addenda and posted on the Competition Website.

19. SUMMARY REPORT

Upon announcement of the selected D/D Team and completion of the Competition, the Competition Manager will issue a report summarizing the Competition process and results.

COMPETITION SCHEDULE

TJPA Board of Directors accepts and adopts Process Report	Notice to Proceed –	Week 1
Begin Advertisements		Week 3
TJPA Board of Directors accepts and approves the Jury		Week 5
 <i>Stage I: Pre-qualification of Architects</i> -----		
Pre-Qualification of Architects (PQA) Announcement		Week 7
Pre-submittal meeting		Week 9
Question & Answer period		Weeks 7-11
Registration ends		Week 11
Architect Pre-Qualification Submittals due		Week 11
Evaluation of submittals and selection of Pre-Qualified Architects		Week 12
Announcement of Stage I results		Week 13
 <i>Stage II: Request for Qualifications from Design/Development Teams</i> -----		
Request for Qualifications (RFQ) Announcement		Week 13
Question & Answer period		Weeks 13-19
Networking Session		Week 16
Registration ends		Week 19
Design/Development (D/D) Team Qualification Submittals due		Week 20
D/D Team Interviews		Week 22
Evaluation of Qualifications and selection of D/D Teams to participate in Stage III		Week 22
Announcement of Stage II results		Week 22
 <i>Stage III: Request for Proposals from the selected Design/Development Teams</i> -----		
Request for Proposals (RFQ) distributed to three finalists		Week 23
Stage III Briefing		Week 24
Question & Answer period		Weeks 24-37
1 st Mid-course Reviews		Week 28
2 nd Mid-course Reviews		Week 33
Design and Development Proposals due		Week 37
Technical Evaluation of Proposals, including necessary clarifications		Weeks 38-41
Jury receives copies of the Proposals and Technical Evaluation Reports		Week 42
D/D Team Presentations of Proposals		Week 44
Evaluation of Proposals and selection of preferred D/D Team		Week 44
Jury Report Preparation		Week 45
 <i>Contract Award</i> -----		
TJPA reviews Jury Report and forwards to TJPA Board of Directors		Week 45
TJPA Board of Directors accepts and adopts the Jury Report and TJPA recommendation		Week 48
Announcement of selected D/D Team		Week 48

EVALUATION OF STAGE I – PRE-QUALIFICATION OF ARCHITECTS

Evaluation Criteria

Designer's Philosophy and Statement of Design Intent (30 points)

The statement should be authored by the designer, not by his or her marketing department. Clarity, use of standard grammar, and the absence of clichés and jargon are encouraged. The statement should indicate the designer's attitude toward design and demonstrate his or her understanding of the Transbay Transit Center and Tower project, opportunities and challenges. The statement should reflect the general ability of the designer to communicate ideas.

Lead Designer's Portfolio (30 points)

The portfolio should be thoughtfully arranged and composed of exhibits that demonstrate a basic understanding of design issues that need to be addressed in this project. The exhibits should portray the design response to each of the selected project's criteria and needs, and clearly demonstrate design leadership and the designer's personal level of commitment to design excellence.

Experience of Lead Designer (10 points)

The profile/resume should indicate a range of education and work experience, as well as increasing responsibility for delivering projects of expanding complexity and magnitude.

Record of Design Firm Performance (30 points)

Portfolio narratives should describe architectural and particular design solutions on each project. Narratives describing design solution should include a discussion of technical as well as architectural issues. The solutions documented should clearly address and meet the challenges of the project. Projects should demonstrate creativity, indicate a clear design approach, and fit easily in their building context. Certificates, awards, evidence of peer recognition, should be for the respective projects shown.

Jury Evaluation Sheet

<p>JURY EVALUATION SHEET STAGE I – PRE-QUALIFICATION OF ARCHITECTS</p> <p>DESIGN FIRM: _____ LEAD DESIGNER: _____</p> <p>JUROR: _____ DATE: _____</p> <p style="text-align: right;">Total Score <input style="width: 100px; height: 20px;" type="text"/></p>			
	CATEGORY		Score
30	DESIGNER'S PHILOSOPHY AND STATEMENT OF DESIGN INTENT		
20	Generally indicates flexible and imaginative attitude toward design within the constraints of various public and private projects.		
10	Specifically recognizes unique aspects of the project and indicates a way for good design to solve a critical problem.		
30	EXPERIENCE OF LEAD DESIGNER		
15	Designs demonstrate innovative and creative approaches to solving functional program requirements of large, complex, urban projects.		
10	Designs demonstrate a response to specific client requirements and criteria.		
5	Designs demonstrate a consistently high level of exploration, rigor and personal commitment to design excellence.		
10	LEAD DESIGNER'S PROFILE		
5	Credentials are complete (education, work history) and all time periods registered.		
5	Demonstrates a history of dedication to clients with complex building projects.		
30	RECORD OF DESIGN FIRM PERFORMANCE		
20	Projects demonstrate creativity, clear design approach, and are sensitive to context.		
5	Projects have received design awards.		
5	Projects demonstrate understanding of client budget and program.		

* Maximum point total is 100 and scores are used to determine rank

EVALUATION OF STAGE II – DESIGN/DEVELOPMENT TEAM QUALIFICATIONS

The Jury will evaluate each potential Design/Development Team in terms of:

- Professional qualifications necessary for satisfactory performance of required services for both design and development,
- Specialized experience and technical competence in the type of work required, including, transportation and rail facilities, urban mixed-use projects, energy conservation, pollution prevention, waste reduction, and the use of recovered materials,
- Capacity to accomplish the work in an expeditious manner,
- Past performance on contracts with both government agencies and private industry with respect to cost control, quality of work, and compliance with performance schedules; and
- Knowledge of issues and unique requirements specific to San Francisco, the project site, and the uses included in the joint Transit Center/Tower project.

Evaluation Criteria

The Architectural/Engineering Team: (40 points)

In the SF 330, each project narrative should describe architectural and engineering challenges and their particular design solutions. Demonstrate how the Team and solutions documented addressed and met the challenges of the particular project and how “lessons learned” would inform the Team regarding issues relevant to designing in San Francisco. Document that all Team members have been involved with projects that excelled in the Interview Topics areas (Community Context, Design Image, Functionality, Sustainable Design, Team Organization, and commitment of Lead Designer). Confirm that the major team members, not the minor consultants necessarily, have experience on projects similar in size and complexity to the Transbay Transit Center project, and have worked together successfully on previous projects.

The Development Entity (40 points)

The project narrative should describe the capabilities of the Development Entity as evidenced in successfully completed projects of this scale and complexity. Of particular interest is the role of the development Entity in forming successful public/private partnerships to execute work. The Development Entity shall demonstrate the financial and bonding capacity to undertake a project of this magnitude and show examples of successfully completed innovative, urban, mixed-use projects.

Organization, Management Plan, Personnel Commitments (10 points)

Through a combination of Team documentation forms and the oral presentation, D/D Teams should identify key roles, lines of communication, means to integrate client and community input, explain quality and cost control plans, the method to plan and manage the D/D Team resources, the physical location of major design and production work, and the coordination plan for consultant work and work produced in remote offices. Each part of the D/D Team should be defined with clear distinctions between responsibilities in specific phases of the project and the personnel commitments proposed to execute the overall Team vision for the project.

Experience and Professional Qualifications of Key Personnel (10 points)

Standard Form 330 is the primary source for detailed information on key personnel for the A/E Team. A companion form shall include detailed information on the Development Entity and its key personnel.

Jury Evaluation Sheet

<p>JURY EVALUATION SHEET STAGE II – DESIGN/DEVELOPMENT TEAM QUALIFICATIONS D/D DESIGN TEAM: _____ LEAD DESIGNER: _____ JUROR: _____ DATE: _____</p>			
		Total Score	
	CATEGORY		Score
40	THE DESIGN (A/E) TEAM		
15	Projects demonstrate success in addressing all issues of community context, design image, functional issues, and sustainable design.		
10	Project examples are similar in complexity to project.		
10	Commitment of Lead Designer.		
5	Proposed A/E Team has experience working together successfully.		
40	THE DEVELOPMENT ENTITY		
10	Financial and bonding capacity is appropriate for the scale of undertaking.		
10	Project examples are similar in complexity and scale to the Transit Center/Tower project and were profitable.		
10	Development Entity demonstrates an understanding of the political and cultural climate of working in San Francisco and this specific site.		
10	Development Entity demonstrates innovative financing and implementation for complex projects undertaken.		
10	ORGANIZATION, MANAGEMENT PLAN, PERSONNEL COMMITMENT		
5	Plan clearly identifies key roles and lines of communication. It presents the means to integrate client and community input.		
5	Plan explains steps to ensure cost and quality control, as well as identifies all review stages.		
10	EXPERIENCE/PROFESSIONAL QUALIFICATIONS OF KEY PERSONNEL		
5	The A/E Team Project Manager and Lead Designer have the qualifications, experience, and commitment to execute all the design requirements of this project.		
5	The Development Team Principals and Project Manager have the qualifications, experience, and commitment to execute all the development requirements of this project.		

- Maximum point total is 100 and scores are used to determine rank

EVALUATION OF STAGE III – DESIGN AND DEVELOPMENT PROPOSAL

The Jury will evaluate each D/D Team’s response to the formal Request for Proposals (RFP). The RFP will be issued at the beginning of Stage III and will be a product of on-going evolution of financial, political, and project development issues during Stages I and II of the Competition. The final requirements and criteria will be published in the official RFP. The information below describes the general expectations of the Stage III and focus of the Stage III evaluation criteria.

Evaluation Criteria

The Design Proposal (40 points)

The Design Proposal should reflect an understanding of the role of the Project (Transit Center and Tower) as a part of the urban form of San Francisco with particular emphasis on the street level uses and relationships required to ensure a viable neighborhood/pedestrian orientation. The Design Proposal should address user and resident flow throughout the complex with particular care given to the relationship of the Tower (and its uses) to the Transit Center. Evaluation will focus on architectural image, community context, user flow and accessibility, and sustainable design.

Development Proposal (40 points)

The Development Proposal will be submitted in a form that will be distributed at the beginning of Stage III. The form will include a common format that both indicates and records specific requirements pertinent to the proposal. The form will include, but not be limited to, the following: proposed development program (uses, quantities, synergy of uses), financial model, suggested public/private partnership, and contribution to the Transit Center project.

Functionality and Technical Issues (20 points)

The Design Proposal should illustrate a thorough and complete understanding of the functional and technical issues of the central transportation facility including, but not limited to the following; user accessibility, people movement, adherence to the program and massing requirements, vehicular and pedestrian flows and conflict, and all support and ancillary functions. Consideration of symbolic and flow relationships between the public functions of the Tower and the public functions of the Transit Center will be a fundamental consideration in judging the integration of the two structures.

Jury Evaluation Sheet

JURY EVALUATION SHEET STAGE III – DESIGN AND DEVELOPMENT PROPOSALS	
Criteria	Points
DESIGN PROPOSAL	40
JUROR NOTES AND COMMENTS HERE	
DEVELOPMENT PROPOSAL	40
JUROR NOTES AND COMMENTS HERE	
FUNCTIONALITY AND TECHNICAL ISSUES	20
JUROR NOTES AND COMMENTS HERE	
D/D Team:	
Juror:	

- Maximum point total is 100 and scores are used to determine rank

COMPETITION JURY

The Design and Development Competition Jury will be a single entity throughout the duration of the Competition and will be fully integrated in each stage.

Goal of the Jury

The goal of the Jury is to fairly and openly recommend a Design/Development Team to the Transbay Joint Powers Authority Board of Directors that demonstrates the ability to effectively work with the TJPA to deliver a world class facility in all measures, including function, sustainability, aesthetics, and community benefit.

Role of the Jury

The duties of the Jury are defined in the Competition Regulations. Specifically, the Jury's role is to:

- Analyze and evaluate all complying Stage I PQA submittals
- Select architects to qualify to participate in Stage II
- Record its findings and decision for Stage I
- Evaluate all complying Stage II D/D Team Qualifications submittals
- Conduct an interview of each Stage II D/D Team in a format that allows each Team to be evaluated equally and without prejudice
- Choose D/D Teams to be invited to participate in Stage III
- Record its findings and decision for Stage II
- Evaluate all complying Stage III Design and Development Proposals
- Receive and evaluate all technical reviews regarding functionality, development financing and other issues involved in the Development Proposals.
- Decide the preferred Design and Development Proposal and the final ranking of the Competition
- Record its findings and decision for Stage III

Juror Eligibility

Jury members may not have any current projects, work or association with any private firm that has current projects that involve a potential conflict of interest with the Transbay Transit Center Program or the TJPA. Selected Jury members render their firms ineligible to participate in the Competition.

Composition of the Jury

The Jury will consist of seven (7) voting members and will have a quorum of five (5) voting members at all evaluation and selection meetings. All members of the Jury are to be selected by the Competition Manager, reviewed by the Competition Executive Committee, and appointed by the Transbay Joint Powers Authority Board of Directors.

The voting members will be made up of representatives of the following disciplines:

- Two architects (experience with urban design, experience with complex transportation facilities)
- Transportation Engineer (experience with transportation station planning and inter-workings between patrons/operators)
- Two Real Estate Development Specialists (experience with complex public/private partnerships and multiple contract relationships)
- Architectural Critic
- Sustainable Development Specialist/Public Space Designer

Upon appointment to the Jury, each member becomes a contributing and collaborating member of the Jury and, for the life of the Jury, is not a direct representative of his/her constituent organization.

In addition, the TJPA Executive Director or designee will be an ex-officio member in a non-voting capacity, but able to participate in all events and discussions of the Jury.

General Criteria for Juror Selection

Selecting the Jury is an iterative process using both subjective analysis and objective judgments. The ability for a Jury to collaborate and reach consensus is largely determined by the personal attitudes and manner of the individual Jury members. General criteria for all members of the Jury are the ability to:

- Properly interpret and respect the project mission and goals,
- Recognize and adhere to the Competition Regulations,
- Respect and hold as equals the other members of the Jury,
- Promote and practice the highest levels of personal and professional integrity, and
- Rigorously examine and evaluate all submissions in Stages I, II, and III of the Competition.

Selecting the Jury

Identifying Potential Jurors

The dynamic of the group is fundamental to the successful work of the Jury. The members of the Jury will be recommended by the Competition Manager based on their contribution to the overall composition of the group.

The Jury shall consist of individuals who:

- Are of high professional standing and command the respect of their peers,
- Possess a range of perspectives due to the nature of their respective professional fields,
- Have knowledge of the historic and contemporary forces informing architecture, engineering, transportation, art, and landscape architecture, and
- Are able to collaborate in a respectful and considerate manner, and engage in the intellectual challenge of evaluating the Competition submittals.

“Designing” The Jury

The Competition Manager will begin by gathering names that correspond to each of the categories identified above. Once representation for all the categories has been identified, the Competition Manager will form an initial list of candidates for the Jury. He will then ascertain each candidate's interest and availability, and discuss with the candidate the procedures and decision-making process, honoraria, and proposed schedule.

Groups of candidates who are likely to work together to maintain the integrity of the process and reach consensus will be identified. These potential Jury groups will be developed and merged through several iterations of ascertaining the interest and availability of the candidates.

The ultimate selection of Jurors will be based on each applicant's personal and professional experience, communication skills, ability to work collaboratively, and personality. The Jury will be balanced by the consideration of “2-fers” and “3-fers”, meaning people whose abilities are a combination of professional expertise, community activities, and/or a special interest. Cultural diversity, gender, and geographic representation will also be considered. Prior experience on a Jury is not essential, as some of the best Jurors are those who are doing it for the first time.

The goal in selecting the right “mix” of Jurors is two-fold:

- Ensure respect for the Jury’s decisions - Use the individual stature of the Jurors within the professional and larger community to ensure that the decisions of the Jury will be respected and supported both within the internal Jury deliberation process and within the larger community; and
- Protect the integrity of the process – Make sure the Jury understands the Competition Regulations and that it is able to adhere strictly to the Regulations.

Jury Recommendation

Upon reaching a slate he feels is appropriate, the Competition Manager will recommend Jurors. This recommendation, with reasons and justification, will be delivered to the Competition Executive Committee for review and evaluation. Upon the approval or modification of the Competition Manager’s recommended slate of Jurors, the recommendation will be forwarded to the Transbay Joint Powers Authority Board of Directors to approve and officially appoint the Jury.

How the Jury Will Operate

The Jury will meet in official session a minimum of three times during the Competition – once for evaluation of each Stage - to execute the duties outlined above in the “Role of the Jury”. In addition, the Competition Manager will maintain contact with the Jurors between stages to prepare them for their tasks. Immediately prior to each evaluation and ranking meeting, the Competition Manager will give the Jury an orientation to the process, its specific duties, and the evaluation criteria for that particular Stage.

The Competition Manager will provide the Jury with all materials necessary to evaluate the submittals and Design/Development Teams. The Jury will base its evaluation on the evaluation criteria. For each Stage of the Competition, the Jurors will have time to individually study the submissions, discuss and deliberate as a group, and individually rank the D/D Teams. The individual rankings will be collected and summed to create the final overall ranking by the Jury for each Stage of the Competition.

There is no chairperson of the Jury. The Competition Manager will facilitate all meetings of the Jury in order to ensure equality among Jurors and that no single Juror has the ability to control the decisions or actions of the Jury.

Honorarium

The Jurors will be offered an honorarium for their time [AMOUNT TO BE DETERMINED]. As professionals, they will be giving up valuable time to be a part of the process and should be compensated. This ensures a level of effort and competency as well as confidentiality. All members will have the option to refuse the honorarium if they so choose. In addition, any member or employee of a government agency must abide by all applicable laws and the honorarium will not be paid directly to that individual. The TJPA ex-officio member is not eligible for the honorarium.

BUDGET

The budget to conduct the Design and Development Competition is approximately \$800,000 distributed as follows:

Competition Manager	\$150,000
Jury Fees and Expenses	\$150,000
Public Relations, Advertisements, Graphic Design and Printing	\$180,000
Honoraria for Three Finalist Teams	\$300,000
Miscellaneous Expenses (venue rentals, contingency)	\$20,000

While this budget accomplishes the selection of the Design and Development Team, it is also an investment in the Transbay Transit Center that would be otherwise invested in the Program upon completion of a different selection process. This process will allow the TJPA not only to test the program and functionality assumptions of the Transit Center but also to advance the project to a more developed level. Time and money is not lost; rather, it is invested to ensure a higher level design completion and financing commitment, allowing the project to progress and payments to be made immediately upon Contract Award.