

JONES LANG
LASALLE®

**REQUEST FOR CONCEPT
EMERGENCY OPERATIONS FACILITY PROJECT
FOR MARIN COUNTY**

RESPONSE DUE DATE: MONTH DAY, 2010

Above images courtesy of the Anne T. Kent California Room, Marin County Library

**REQUEST FOR DESIGN/DEVELOPMENT TEAM CONCEPTS
FOR A NEW EMERGENCY OPERATION FACILITY**

DEADLINE TO SUBMIT IS DATE

Jones Lang LaSalle (JLL), acting on behalf of the County of Marin (County), request submissions to this Request for Concept (RFC) from the pre-qualified Design / Development teams that have successfully advanced from the prior Request for Qualifications (RFQ) stage. This RFC is the second stage of a three - stage solicitation process for the design, financing and construction of a new Emergency Operations Facility (EOF) for the County.

The draft Program Environmental Impact Report (EIR) has been released. The Marin County Board of Supervisors will ultimately select the final site in the future. For the purposes of this RFC, the preliminary site _____ will be used for the respondent's concept sketch and site diagram submission.

There will be a mandatory pre-submittal conference for respondents invited to this RFC on Mon, Day , 2010 at 10:00 a.m. in the LOCATION.

Deadline to submit a RFC response is Month, Day , 2010 by 4:00 p.m. Solicitation documents and attachments can be downloaded from JLL's website at www.marincountyeof.com. For questions, please contact Bob Hunt at 206-354-1397 or by e-mail: bob.hunt@am.jll.com.

For more project related background information, please see project website at www.marineof.org

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Respondent Website

Jones Lang LaSalle (JLL) has created a website specifically for respondent teams during the solicitation process at www.marincountyeof.com.

Public Website

The County's project website is at www.marineof.org. We strongly encourage all respondents to familiarize themselves with the background information and downloadable documents on this website.

SECTION 1: INTRODUCTION

1.1. PURPOSE OF SOLICITATION

To enhance emergency service needs of Marin County residents during a major disaster, the County of Marin is planning to construct a new Emergency Operations Facility (EOF) at or near the Marin County Civic Center campus. This modern facility will be designed to incorporate the latest strategies and techniques in disaster relief, technology and construction. A modern facility meeting “essential services” standards is critical, and required by law, for disaster preparedness planning and response. This means that this building must remain operational and functioning after a major seismic event. The County's Office of Emergency Services is currently located in the Marin County Civic Center building and may be severely hindered in effectively responding to the public safety needs in the event of a major seismic event. Ensuring that our emergency services are secure in the event of a disaster is an important step in saving lives and limiting economic losses.

On July 14th, 2009, the Board of Supervisors (BOS) approved a two-phase building construction approach that initially builds approximately 54,600 SF of essential service space plus approximately 6,500 SF of ancillary space and carport in Phase I¹ and then builds the remaining approximately 27,700 SF of essential service space in Phase II.² Even though only the first phase will be built initially, the entire two phases are to be designed as one. The location and siting of the EOF is being studied through the Program EIR process currently underway and scheduled to be completed roughly December of 2010. A Draft EIR has been published dated _____, 2010 and is available for review.

The purpose of this solicitation is to have the short listed teams from the prior RFQ stage respond to this Request for Concept (RFC), which is the second stage of a three-stage solicitation process for the new EOF. The purpose of the RFC is to help JLL and the County evaluate which team has the best design philosophy and approach if the EOF site is ultimately chosen, after the Final EIR is approved, to be on the Civic Center campus, and not to develop a specific building design for a particular site. JLL will identify a preliminary site for the short listed teams to focus their response on. To demonstrate knowledge of pertinent issues relating to this project, each team will be asked to create a site diagram and conceptual sketch of their vision for the EOF. In addition, each team will be asked to participate in an interview to discuss their vision, qualifications and project approach. In this stage, the selection process will be based upon an evaluation of the merits of the team's preliminary vision to support the architectural goals and aspirations of the project and the interview. The top three (3) to four (4) teams selected from the RFC stage will be invited to participate as Finalists in a subsequent Request for Proposal (RFP) stage. Note, the Finalists will be required to present their design concept and site diagram to the public in a community meeting.

NOTE: Teams participating in the RFC will be required to review a draft contractual Term Sheet with the County (Attachment G) that outlines the key contractual terms and conditions desired by the County. Teams will have to accept or note specific exceptions to any of these conditions prior to receiving the RFP. If any team does not accept the terms within this Term Sheet or is unable to come to terms with the County on a mutually acceptable term to satisfy a clause for which they noted an exception, they may be eliminated from the solicitation process at this point.

¹ Budget allowing, there may be the addition in phase one of approximately 7,200 SF to the ancillary building to support fitness and training activities

² The team may be requested as a part of Phase I to design and build on the selected site a new Fire Station #7 of approximately 10,800 SF for the City of San Rafael.

1.2. PROJECT CONSTRUCTION PHASING

The entire project will be master planned and exterior shell designed during the project's initial stage. However, because of the significant costs of the Project, the County has selected to complete construction documents and construct the EOF in two phases described as follows:

1.2.1. Phase 1

In Phase 1, the Main Building will house offices for the Marin County Sheriff Department, IST and MERA. The Main Building is approximately 54,600 SF and will contain the following departments and functions:

- Sheriff Department
 - Patrol Division
 - Technology Services Unit (TSU)
 - Office of Emergency Services including the EOC
 - Communications Division
- County Information Services & Technology (IST)
- Marin Emergency Radio Authority equipment (MERA)
- Training Classrooms, Wellness Center and building support spaces (possible add alternates. If budget does not allow for this scope, then this scope will be placed in Phase 2).

The Ancillary Building will be approximately 8,400 SF and used for the secured storage of Sheriff Department equipment, vehicles and supplies.

Phase I may also include the design and construction of a new Fire Station #7 for the City of San Rafael. The fire station will be a separate facility from the main building.

1.2.2. Phase 2

In Phase 2, the scope will include an attached or additional building to Phase 1 for the Sheriff's Administration functions. The Phase II building will be approximately 27,700 SF of essential service space and 9,200 SF of ancillary space and includes offices for the following departments:

- Sheriff and Command
- Administrative and Support Services Bureau
 - Civil and Documentary Services
 - Fiscal Services
 - Professional Standards Unit
- Field Services Bureau
 - Investigations Section
 - Identification Section
- Building support spaces

When the two Phases are complete, the EOF project will be considered as an integrated whole.

1.3. PROJECT OBJECTIVES

The County has identified the following objectives for this Project: (Subject to modification by the EIR Consultant)

- Develop a facility that provides functionality for all Sheriff operations, the Emergency Operations Center, the County-wide emergency radio communications operations, the County's information technology backbone, and optionally integrate into the EOF project, a new City of San Rafael fire station, with continued operation of the existing fire station until the new station is constructed.
- Develop a facility that meets State Essential Service standards, including, but not limited to locating the facility on a site that is free of special hazards that would hinder essential services use.
- Develop a facility that is cost effective to construct.
- Develop a plan for construction of a facility that minimizes the time until the EOF is operational.
- Develop a facility that balances public safety and County operational needs for the facility with protection of the environment.
- Design a facility that is compatible with the historic Civic Center.

Note, these objectives may be modified if the final site location is determined to not be on the Civic Center campus.

1.4. DESIGN VISION OF EOF

"But now here comes a crucial opportunity to open the eyes not of Marin County alone but of the country to what officials gathering together might themselves do to broaden and beautify human lives; make living fascinating; bring to them the life spirit that they can afford. So I do think that is exactly what we should aim to do in planning the scheme of your Marin County Civic Center.

"Let's be sensible, and let's be understanding and having appreciation – sensitivity too, for if you really see the beauty of Marin County you are really going to see the beauty of the buildings we're going to propose to build for you in the County. They are going to be built by and for the County landscape and to be built by and for you no less."

FRANK LLOYD WRIGHT –excerpts from an address to the People of Marin County at San Rafael High School, July 31, 1957

1.4.1. Design & Sustainability Goals

The goal in the development of the Emergency Operations Facility (EOF) is to create a facility that symbolizes excellence in all categories of design and operations. The County sees this new building as an opportunity to build upon and enrich the iconic landmark campus (if site is on campus). While open to the creativity of the design team, the new building should be "contemporary" and respectful of Wrightian principles (again, if site is on campus). The Design/Development team must be adept at handling a variety of issues including aesthetics, functional requirements, sustainable design and sensitivity to the historic site context. The example of the original Civic Center Building exemplifies this design at its highest level and the EOF should build upon this rich tradition. Furthermore, the building should exhibit environmental sensitivity through sustainable design. It is the expectation of the County that this facility will achieve at least a USGBC LEED® "Gold" certification for each phase of the project.

1.4.2. Marin County Civic Center Master Design Guidelines

In December 2005, the County adopted the Marin County Civic Center Master Design Guidelines. These Guidelines provide a framework for future development at the Civic Center Campus and form the foundation for this project's Design Vision. The respondent must adhere to the Guidelines if the site is on the campus.

The following section expands on the Project Objectives to further inform the design team's thinking about the project's design. The Design Vision is not intended to constrain the design team's creativity, but to provide insight into key issues related to the site, its functional requirements and the community.

The following sections, in conjunction with the Guidelines, describe the County's Design Intent if the site is located on the Civic Center Campus. The Guidelines can be downloaded at www.marineof.org

(i) **Building and Architecture**

- Design should be sensitive to needs of surrounding environment
- Contemporary design that speaks to elegance, permanence and timelessness
- Design is distinctive and provides spatial excitement, but is unpretentious and does not compete with the main Civic Center building. Acknowledges the Civic Center as the center of the campus (if site is on campus)
- Provides a strong interface with the public by providing a unique and welcoming experience in public areas upon first impression
- Meets or exceeds all regulatory codes and regulations including the standards of the California Essential Services Building Act and Accessibility Codes
- EOF design needs to be integrated with the design needs of the San Rafael Fire Station #7 (if the fire station is included as a part of the project)

(ii) **Surrounding Environment Context**

It is important that the EOF building not overwhelm the adjacent surrounding environment. The goal is to have an EOF building that works in harmony or enhances the adjacent context. Care should be taken in considering,

- Location of the building on the site
- Height, massing & bulk (shade, shadow and reflectivity) - mass buildings to avoid large scale discrepancies with surrounding environment
- Maintaining view corridors to Civic Center (if site on campus)
- Material selection
- Air, Light & Noise pollution
- Traffic in relation to the surrounding community and other resource areas
- Traffic operations and emergency access
- Public transportation
- Pedestrian safety and access

(iii) **Functionality**

The design of this essential service facility is complex and will include several technical challenges in meeting the operational, functional, adjacency, equipment and other requirements of the users. Functional efficiency should be one of the highest design goals. Areas include,

- Design should be flexible and adaptive to the evolving needs of the users for the present and future
- The overall design is sensitive to the two-phased construction nature of the project
- Building is sited to optimize the functionality of the facility while still respecting the principles of the Civic Center Master Design Guidelines (if site on campus)
- Use materials and infrastructure that is built to last, minimizes wear and tear, and facilitates the cost effective long term operations and maintenance of the facility

Again, if the site is on the Civic Center Campus, this Design Vision should work hand-in-hand with the Marin Civic Center Master Design Guidelines.

1.5. PROGRAMMATIC CONSIDERATIONS

A detailed Program for the building has been developed for the County by RRM Design Group and will be provided as an Attachment to the RFP. As teams prepare their RFC submittal, they should consider the Summary Program and Adjacencies contained in Attachment A, the Site Description contained in Attachment B, Design Vision contained in Section 2.5 of this RFC, and the following Program considerations.

1.5.1. Two Phased Nature of Project

As outlined in Section 1.3, it is the County's intent for the EOF to be master planned and designed in its entirety with the main building(s) to be constructed in two-phases. Given this two-phased approach it will be imperative for the design team to consider how to best address the multi-phased nature of the project and how to facilitate seamless Sheriff Department and EOF operations in the interim between the two phases of the project.

1.5.2. Regulations

The following elements are "Mandatory Minimum Requirements" for the respondent's Request for Concept submission responses:

- a. *Design* – shall comply with requirements of the 2007 California Building Code (CBC)
- b. *Structural Criteria* – in addition to the CBC, the building shall comply with the California Essential Services Building Act
- c. *Drainage* –comply with Marin County Code Stormwater Regulations Chapter 23.18, Urban Runoff Pollution Program

The lead permitting agency will be the County's Community Development Agency (CDA). However, the environmental review process will also determine other government/permitting agencies that apply to this project.

1.5.3. Site Criteria

Please see site information and drawings contained in Attachment B.

1.5.4. Phase 1 Project Budget

Description of Phase 1 Scope	Total Project Costs ¹	Essential Service Sq. Ft	Ancillary Sq. Ft.
The EOC, Communications/ Sheriff Technical Services, MERA, IST & Patrol are fully built.	\$57,663,000	54,600	8,400

Total Project Costs are escalated to the project mid-point of construction and include hard and soft construction costs, furniture, fixtures & equipment, IST costs, County permits, professional fees, sitework, but assume MERA equipment would be funded outside of this project.

The City of San Rafael Fire Department may or may not rebuild their Fire Station #7 with the Emergency Operations Facility Project. Costs or square footage for the potential new San Rafael Fire Station ~ 10,800 Sq. Ft are not included in above table. The design, if the chosen site is at or within close proximity to the Civic Center Campus, should incorporate the fire station as a program requirement with the understanding that this is an option.

SECTION 2: SUBMITTAL REQUIREMENTS

2.1. PRE-SUBMITTAL CONFERENCE

A pre-proposal conference will be held on DATE at TIME at the LOCATION. Attendance is required to respond to this RFC. The purpose of the conference is to present short listed teams with information about the project and proposal process. The conference will also provide a forum for interested parties to get answers to pertinent questions. For conference details and registration, please visit the JLL website.

2.2. SUBMITTAL SCHEDULE

2.2.1. RFQ Submission Deadline

RFQ responses are due by 4:00 PM PST on DATE at Jones Lang LaSalle's offices in San Francisco. Any submissions received after 4:00 PM Pacific Time will not be considered.

2.2.2. Submittal Delivery Instructions

Respondents are required to deliver their RFQ Responses (see format described in Section 2.4) to:

Name: Jones Lang LaSalle, c/o Harry Schoening/Bob Hunt

Address: One Front Street, Suite 300

San Francisco, CA 94111

tel +1 415 354 6907 fax +1 312 470 8267

Email: Bob.Hunt@am.jll.com

Harry.Schoening@am.jll.com

2.2.3. Timetable for Review

JLL and the County will endeavor to follow the timetable set forth below (all days are calendar days unless otherwise noted); however, the timetable below is a guideline only and is subject to change in JLL's sole discretion and without prior notice:

Issuance of RFQ:	Release – Week 1
RFQ Conference	Week 2
Question and Answer Period	Week 4
Responses to RFQ Due to the JLL:	Week 5, No later than 12:00 noon
Notification of Non-Responsive offers:	Week 7
Respondent Interviews (If Requested):	Week 8
Short List Notification	Week 12

2.3. RFC QUESTIONS

Any questions regarding this RFC should be submitted via e-mail to Bob Hunt at bob.hunt@am.jll.com by 12:00 noon on DATE. Respondents shall not direct questions to any other person affiliated directly or indirectly with the County. Responses to respondent questions will be posted to JLL's website by DATE at 5:00 p.m. unless otherwise stated on the website. Additional information and project updates will be posted there throughout the response period.

2.4. SUBMITTAL FORMAT

This section contains instructions on how to prepare and submit a response to this solicitation. A concise, professional and complete response to the RFC will help the Project Committee identify the most qualified team and will be indicative of the level of the respondent's commitment to the desired project. Any team selected to participate will need to meet all applicable County, local, State and Federal requirements.

The respondent shall follow the format specified in the following subsections. Each section of the submittal shall be tabbed according to the numbering system specified in this RFC.

Any team that fails to provide all of the information requested in the order requested is subject to disqualification from the solicitation process without further consideration.

2.4.1. Required Number of Proposal Copies

Please submit twelve (12) bound copies, one (1) unbound, double-sided copy on standard weight paper (no heavy-weight paper), and one (1) CD-R including a PDF copy of your proposal.

2.4.2. Submission Presentation

The entire RFC response must be on 8 ½ x 11 recycled paper unless otherwise stated. Concept drawings may be submitted on 11 x 17 sheets. Tables, charts, and team documentation may be in other formats.

2.4.3. Presentation Boards

Each short listed team shall submit two (2) display boards of their concepts, one for the concept sketch and one for the site diagram. Each formcore mounted board shall be 24 x 36 in size and presented in the vertical format with North facing upward.

2.4.4. Page Limits

The total page count for respondent team's submission may not exceed 25 pages, including exhibits, tables and charts. The Cover page, Transmittal letter, Table of Contents and design drawings and exhibits will not count towards the page count limitation.

2.5. SUBMITTAL ORGANIZATION AND CONTENTS

Respondent teams shall submit their offers and amendments in packages as specified below. Submissions should be clearly marked "RESPONSE TO MARIN COUNTY EMERGENCY OPERATIONS FACILITY REQUEST FOR CONCEPT." A completed response shall include all mandatory items as defined below (see forms in Attachments C & D. These forms can be downloaded from the JLL website).

2.5.1. Cover Page

The Cover Page shall include the title, submittal due date, name, address, telephone and fax numbers, and e-mail address of the principal contact.

2.5.2. Table of Contents

Each response shall contain a clearly marked Table of Contents outlining each of the sections of the team's submission with corresponding page numbers.

2.5.3. Cover Letter

The cover letter shall not exceed two (2) pages. Any changes to the submittal format or deletions of requested material shall be explained in the cover letter. The first sentence must state in boldface type:

"This RFC submittal is for the new Marin County Emergency Operations Facility."

Additional cover letter inclusions:

- Identify the respondent's primary contact (include address, e-mail address and telephone number), responsible for all queries made during the intake and processing of the response.
- If proposing joint venture partners and subcontractors, include company name(s), the types of services to be provided by each, and the primary contact for each.
- The signatory shall be a person with legal authority to bind the prime, and key partners as required for this RFC. **NOTE:** The signatory must be an employee of the "at risk" entity on the team that will be providing the GMP and project financing.

2.5.4. Submittal Requirements

The following exhibit defines the required proposal elements of the RFC response.

Exhibit: RFC Submittal Organization & Required Content

RFC SECTION	DESCRIPTION	REQUIRED CONTENT
2.5.1	Cover Page	
2.5.2	Table of Contents	
2.5.3	Cover Letter	Narrative
2.6	Firm Description	
2.7	Project Personnel (Use Attachments C & D for each)	a. Identify any team members from RFQ submittal that have changed and resubmit qualifications b. Identify the sustainable design lead c. Identify the technology consultant lead d. Identify team's financial partner e. Landscape and interior architects
2.8	Project Approach	a. Organization Chart and Narrative b. Project Management Structure and Description c. Quality Assurance and Risk Management Plan d. Project Understanding & Approach
2.9	Design Concept	a. Narrative of Design Concept & Site Diagram b. Graphic Representation of Design Concept Sketch & Site Diagram
2.10	Additional Documents	

2.6. DESIGN / DEVELOPMENT TEAM COMPOSITION

For any key firm on your team that was not previously identified in your RFQ submittal, fill out the "Firm Description" form found Attachment C. At a minimum, provide information on the financial institution that will provide any required financing and sub-consultants listed in 2.7 in Exhibit above.

2.7. PROJECT PERSONNEL

For any key individual on your team that was not previously identified in your RFQ submittal, fill out the "Key Personnel Qualifications" form found in Attachment D. The following are required for each team's RFC submission for Project Personnel:

2.7.1. Changes in Personnel from RFQ Phase

Identify any team members from RFQ submittal that have changed.

2.7.2. Financial Partner

Identify team's financial partner, key members and qualifications.

2.7.3. Sub-consultants

Provide firm background and qualifications of key personnel using forms in Attachment C & D.

2.8. PROJECT APPROACH

The following are required elements of the Project Approach section of each team's RFC submission:

2.8.1. Organizational Chart & Narrative

Provide an organizational chart and succinct narrative describing the role and relevant background experience of each of the firms and key individuals who would be involved in implementation of the project and address the availability of resources, experience and capabilities to assure timely implementation of the project.

2.8.2. Project Management Structure & Description

Provide a description of your overall project management structure and a description of the reporting relationships and accountabilities between firms and individuals. Describe your approach to communications within your team and between your team and the County. How will information and documents be tracked and communicated?

2.8.3. Quality Assurance & Risk Management Plan

Describe your team's quality assurance and risk management plan

2.8.4. Project Understanding & Approach

Provide your understanding of the project scope and the unique sensitivities of the project. In addition to an overall description of your understanding, specifically address how your team would approach the following:

- Community outreach and engagement during all phases of the project (design and construction)
- The team's proposed approach for cost/time effective County review and approval during the design process from Schematic Design to Construction Documents

- Assuming that the target price for the facility is established at the end of Schematic Design, describe your proposed approach for managing the project to this price throughout the design phase, up until the time the GMP is established (likely at the completion of 50% CDs)
- Approach to cost impacts and/or schedule delays
- Process to incorporate sustainable design into the fabric of the entire design and construction process and to advise County of the cost/benefit impact of key decisions related to sustainability
- Describe your process and experience with attaining LEED certification

2.9. DESIGN CONCEPT

The following are required elements of the Design Concept section of each team's RFC submission:

2.9.1. Narrative Description of Design Concept

Based upon the County's Design Vision (see section 1.3, 1.4 & 1.5, as well as Attachment A: Program Summary, and the Marin Civic Center Master Design Guidelines), intended uses, site requirements, community concerns as specified in the RFC as well as inspiration from the design team, each team shall provide a brief narrative on your vision or theme for the building(s) and how it fulfils the overall project goals. In the narrative be sure to address the following:

- Site and massing considerations
- Relationship to Civic Center buildings (if site is on campus)
- Relationship to the surrounding area, adjacent buildings
- Functionality of the building for its intended use
- Sustainability
- Pedestrian, bicycle and automotive pathways
- Landscape design
- Parking
- Incorporation of mitigations identified in the EIR

2.9.2. Graphic Representation of Design Concept

Specifically addressing the requirements outlined below, provide drawings and graphic illustrations that represent your team's Design Concept for the EOF. The two drawings shall be on 11X17 sheets for the RFC submission. In addition, the Concept Sketch and Site Diagram shall be mounted on a 24X36 foam core display board (vertical format), suitable for presentations. The Concept Sketch can be a perspective, elevation, section, etc. either "hardlined" or freehand. However, care should be given in clearly depicting how the project vision or theme is translated into the built environment in a practical sense. Both drawings should include title block with team information. Provide all drawings in a pdf format as well. Only provide the drawings requested, as any additional drawings will not be considered in the evaluation. Site survey information will be given to respondents in AUTOCAD on the JLL website. Please note the documents relevant to the site are also available at the JLL website.

Note, if selected as a Finalist, these 24x36 boards and/or electronic versions may be used for public display on the County's project website and/or future community meeting presentations.

Each team shall provide the following graphic depictions of their design concept:

- a. *Site diagram concept drawing* – extending 50 ft beyond the identified preliminary site perimeter. Clearly identify Phase 1 and Phase 2 scope. The Site Diagram should provide measurements in feet & inches, with north facing the top of the drawing and scaled at 1'=50'.
- b. *Electronic "SketchUp" model* (or other 3D program) - to demonstrate 360 degree rotation around exterior of building and indicating basic site improvements & showing basic or "big picture" elements of the program on each floor of the building within the model - submitted on disk with printable format. Please include stacking diagram as derived from preliminary program and adjacency diagrams included in Attachment A. Please color-code the basic elements of program in your stacking diagram.
- c. *Site Diagram conceptual floor plans* for each main floor plate, indicate size and "big picture" adjacencies of each primary program element. The interior elements for Phase 1 are Sheriff Patrol, IST, MERA, Office of Emergency Services, Communications Main Lobby, Common, Fitness & Training. Phase 2 program elements include Commons, Civil, Identifications, Investigations, Command, PSU and Fiscal. Indicate what floor each element is located on. Individual rooms need not be displayed. Please refer to Attachment A for primary program elements and descriptions.
- d. *Key building data* - to include typical unimproved floor plan indicating core penetrations and GSF, RSF and USF data per floor, per Building Owners and Managers Association International (BOMA) standards.

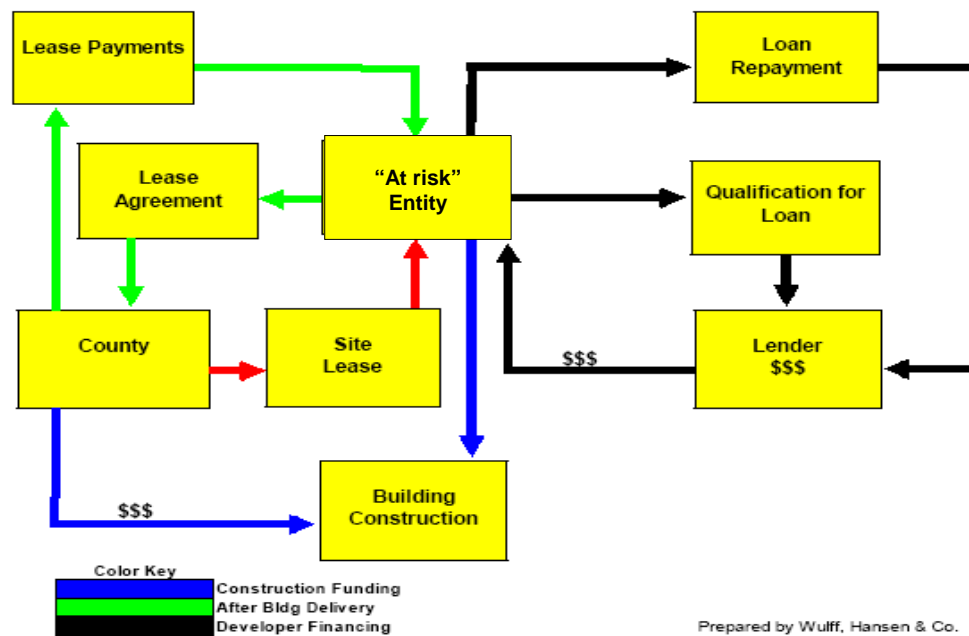
2.10. ADDITIONAL REQUIRED DOCUMENTS

Additional documents that are required elements of each team's RFC response include the following:

2.10.1. Financial Ability to Perform

The "at risk" entity must have the current financial capacity and ability to access funding sources sufficient to secure a Guaranteed Maximum Price (GMP) and provide partial financing. Through money set aside and the use of Certificates of Participation (COPS), the County will provide equity of approximately \$45 to 52 million towards this project. The County's estimate of the total project cost for Phase 1 is approximately \$58 million as of September 2009. Depending on final costs, the remaining project balance will be provided by the "at risk" entity, an anticipated amount of \$6 to \$13 million. This financing will be secured by a lease with the County. Partial financing is required in order for the County to maintain funding flexibility and, therefore, the County may or may not enter into a lease agreement if County equity is sufficient to financing the project.

The diagram below depicts the financial plan and lease lease-back structure.



Provide a letter from the "at risk" entity's financial partner and bonding agency indicating the ability for said firm to obtain partial financing of up to \$13 million.

Provide a letter from the "at risk" entity's bonding company indicating the ability for said firm to obtain a Performance Bond to the total amount equal to the design and construction of the project, currently estimated at \$51.5 million (not including FF&E).

SECTION 3: SELECTION PROCESS & EVALUATION CRITERIA

3.1. OVERVIEW OF SELECTION PROCESS

3.1.1. Project Committee

The Project Committee may be comprised of representatives from public and private subject matter experts. The Project Committee will review the submitted responses and select the top three (3) to four (4) Finalist teams to proceed to the Requests for Proposal (RFP) stage.

3.1.2. Selection Process

JLL and the County will evaluate submissions based on the quality of the materials submitted pursuant to Section 2.0 of this RFC. Those materials will be evaluated based on their completeness, feasibility, innovation, and responsiveness to the County's stated project goals.

The Project Committee will determine at its sole discretion whether each submission is responsive. For any submission considered non-responsive, JLL shall notify such respondent within 21 business days after RFC submission deadline.

Submissions that "pass" all of the pass/fail requirements will then be evaluated based upon the rest of the selection elements as listed below in section 3.4. All respondents with responsive submissions will be asked to interview directly with the Project Committee.

3.1.3. Community Meeting 2

The top 3 to 4 Finalist teams will have an opportunity to present their RFC concept sketch and site diagram to the public for input used for the final submittal in the RFP stage.

3.1.4. Community Meeting 3

The top 3 to 4 Finalist teams will have an opportunity to present their final site and building designs to the public after the final submittal in the RFP stage.

3.2. PASS / FAIL CRITERIA

Pass/fail criteria will be used for any issue that if not adequately addressed, thereby giving JLL and the County cause to disqualify a team from consideration regardless of the merits contained in the balance of their submission.

3.2.1. Pass / Fail Criteria for RFC Phase

The following are criteria for which pass/fail marks will be determined during the RFC phase:

- Adherence to all submittal requirements and accuracy of the information provided
- Provision of financial letters requested in Section 2.10
- Acceptance of core County contractual terms and conditions – see Attachment G

NOTE: If the respondent has an exception to any of the Contractual terms, condition or language contained in the Attachment G documents, said respondent must clearly note the exception, describe why it takes exception and propose alternative language that still ensures the rights of the County. If the County accepts the exception and/or accepts alternative contractual language suggested by the respondent, this information maybe be provided in writing to all teams who have provided "responsive" submittals. If the County rejects the exception, only the respondent that identified the exception will be notified. If the County fails to reach agreement with any respondent over the County's proposed contractual terms and conditions, that team may be disqualified from the solicitation process.

3.3. PROCESS FOR EVALUATION

All proposals that meet the mandatory pass/fail mark will be evaluated based upon the criteria outlined for each section lists below.

3.4. EVALUATION CRITERIA

For team's who have received a "Pass" determination, the Project Committee will evaluate the strength of their concept based upon two distinct evaluation criteria, including Interview and Design Vision Concept, as described below:

3.4.1. Interview

The Project Committee will interview each team that provides a "responsive" submission as defined by the submittal requirements in this Section. At a minimum, each team will have their Project Manager, Lead Architect, Design Architect and Structural Lead attend the interview. The team may, at its discretion, bring up to two additional team members to the interview. In the interview, the team will be asked to make a 20 minute presentation of its Design Vision for the project and describe how the team believes its design concept, team, and approach will best meet the County's functional, design and financial objectives for the EOF. At the conclusion of the presentation the interview team will ask a number of questions.

The team should be prepared to discuss the following topics for the interview:

3.4.1.1. Experience of Key Personnel on Similar Projects

- a. Project Management experience
- b. Past experience working with other firms on the overall team
- c. Sustainable design and LEED certification experience
- a. Past experience with essential service and public safety facilities
- b. Past experience with designing projects within a historic context
- c. Demonstrated ability to create award winning design

3.4.1.2. Project Approach

- a. Understanding of project scope and sensitivities
- b. Team organizational chart and description of reporting relationships
- c. Overall project management structure and accountabilities
- d. Communication Plan
- e. Internal team communication plan between team and County
- f. External communication and coordination of designs and related documents
- g. Approach to quality assurance and risk management
- h. Approach to cost impacts and/or schedule delays
- i. Design review process that ensures the County's interests are considered throughout the design and construction. Establishing parameters for County changes.
- j. Past experience and approach with Community Outreach on highly visible projects.

3.4.2. Design Concept

This section will be evaluated by the Project Committee and determine to what extent the drawings and narrative submitted best address the Project Objectives, Design Vision, Programmatic Criteria, and consistency with Marin Civic Center Master Design Guidelines.

3.4.3. Sub-consultant Team Qualifications

Provide general firm background and qualifications of key individuals. Typical forms are in Attachments C & D.

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SECTION 4: DECLARATIONS & ADDITIONAL INFORMATION

4.1. RIGHTS PERTINENT TO SOLICITATION

4.1.1. Right to Reject

JLL and the County reserve the right to reject all submittals for any reason without indicating reasons for said rejection.

4.1.2. Right to Amend

JLL and the County reserve the right to amend this solicitation by addendum. County shall be bound only by what is expressly stated in this solicitation and any authorized written addenda thereto. Addenda will be posted on the JLL website. It shall be the respondent's responsibility to check the website, up to the final submittal date, for any possible addenda.

4.1.3. Financial Responsibility

JLL and the County accept no financial responsibility for any costs incurred by the respondent. All submittals become JLL and County property and may be used in any way deemed appropriate.

4.1.4. Period of Consideration

Submittals will be considered valid through January 1, 2011.

4.2. WITHDRAWAL OF SOLICITATION

JLL reserves the right to withdraw this solicitation at any time without prior notice and makes no representation that any agreement will be awarded to any respondent. Additionally, JLL expressly reserves the right to postpone opening responses to this solicitation for its own convenience, and/or to waive any informality or irregularity in the responses received.

4.3. CONTACT WITH PERSONNEL

4.3.1. Point of Contact for Procurement-related Questions

Questions regarding this solicitation shall be directed only to:

Bob Hunt
Senior Vice President
Jones Lang LaSalle
One Front Street, Suite 300
San Francisco, California 94111
Telephone: 206-354-1354
E-mail: bob.hunt@am.jll.com

4.3.2. Contact with County Personnel

Please note that any direct contact with County personnel and members of the Project Committee and member of the EOF Advisory Groups about this project may be grounds for disqualification of the team.

4.4. FORMAL APPROVAL OF EXCLUSIVE NEGOTIATION AGREEMENT (ENA)

The respondent understands that issuance of this solicitation does not commit JLL or the County to enter into an ENA, to pay any costs incurred in the preparation of a response to this solicitation, or to initiate an ENA. The respondent should note that the execution of any agreement pursuant to this solicitation is dependent upon the approval of the County Board of Supervisors.

4.5. INDEPENDENT CONTRACTOR STATUS

The respondent agrees, if selected, that the services shall be performed as independent contractor(s) and not as employee(s) of the County. The County shall not be considered the employer or joint employer of, or with the officer(s), employee(s), or agent(s) of, the respondent. The respondents understands, if selected, they shall have the sole responsibility for deciding the manner and means of providing the services, except as outlined in the final contract and its attachments or exhibits. In instances in which the respondent acts as a designated agent for the County for the purpose of conducting public hearings or permit acquisition, the respondent shall sign a letter of authorization provided by the governing agency (e.g., water board, Board of Supervisors).

4.6. PUBLIC DISCLOSURE

The respondent understands that as a general rule all documents received by the County are considered public records. Therefore, all submittals shall be made available for public inspection according to applicable disclosure rules and regulations. If the respondent considers his or her submittal proprietary and/or otherwise exempt from disclosure he or she must submit a written request for a determination of whether the documents can be withheld from public disclosure no later than 15 days prior to the due date of the submittal. The County legal counsel shall make a determination of confidentiality. If a determination is not obtained prior to the submittal deadline, all document(s) may be subject to public disclosure.

4.7. CORE COUNTY CONTRACTURAL TERMS AND CONDITIONS

Please refer to Attachment G.

INDEX OF ATTACHMENTS

ATTACHMENT A.	Summary Program & Adjacency Requirements
ATTACHMENT B.	Site Description
ATTACHMENT C.	Firm Submittal Forms
ATTACHMENT D.	Key Personnel Submittal Forms
ATTACHMENT E.	Disclosure Forms
ATTACHMENT F.	Statement of Financial Capabilities
ATTACHMENT G.	Core County Contractual Terms & Conditions
ATTACHMENT H.	Conceptual Sketch & Site Diagram Examples

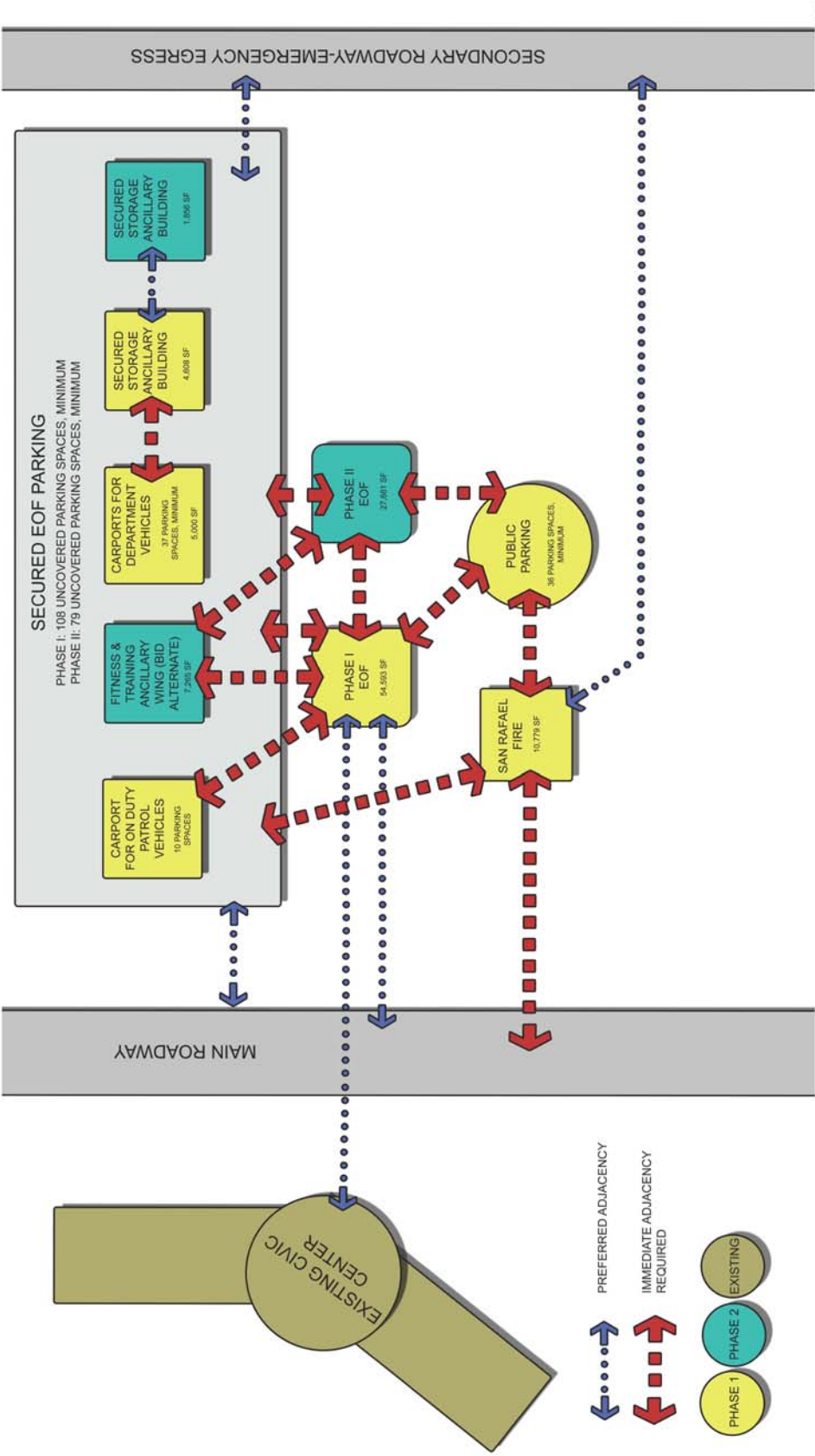
ATTACHMENT A:

SUMMARY PROGRAM AND ADJACENCY REQUIREMENTS

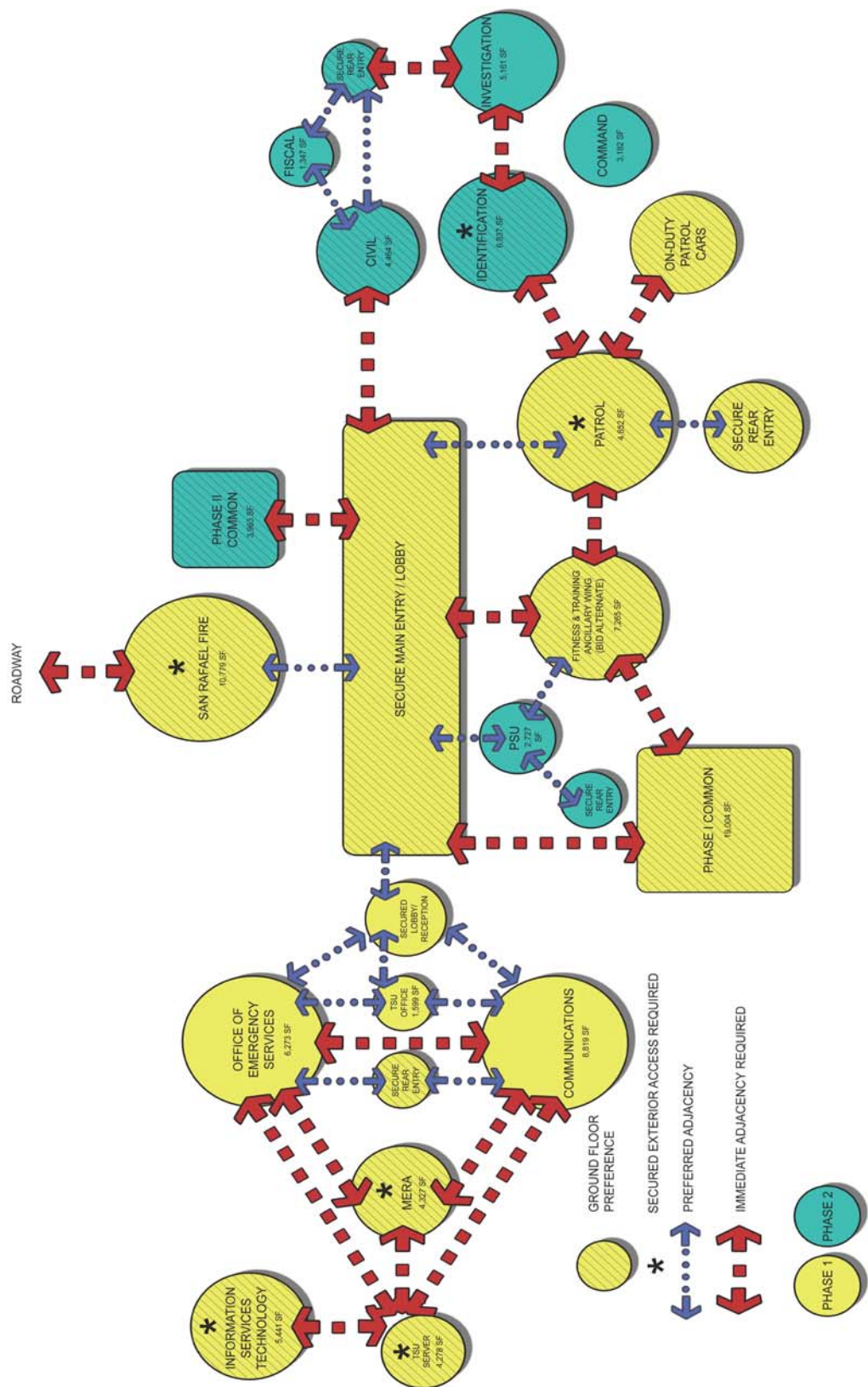
Phase 1 Essential Service	
Program Uses	Description of Use
Main EOF Building	
Office of Emergency Services (OES)	Emergency response headquarters - various conference rooms, offices and workstations. Several Civic Center employees must go to the OES to perform emergency response management
Communication/Dispatch	Large space with several dispatch consoles for Sheriff and Fire Departments. Also, some training and office spaces.
Sheriff Patrol	Preferred ground floor use with various offices, conference, locker and storage spaces.
Common spaces	Support spaces, conference and training rooms, etc.
Tech Services Unit (TSU)	Sever Room - preferred ground floor use
Marin Emergency Radio Authority (MERA)	Server, storage and conference rooms. Roof mounted microwave dishes must have line of site to microwave stations at Mt. Tam and Mt. Big Rock microwave stations.
Information Service Technology (IST)	Server Rooms - preferred ground floor use
San Rafael Fire Station #7	Assuming that City of San Rafael Fire Station #7 is in scope, 3 apparatus bays, two-shift system with medical must be provided. Also, provide rear drive through capabilities
Phase 1 Non-Essential Ancillary	
Program Uses	Description of Use
Secured Storage	Garage for specialty vehicles and warehouse storage
Sheriff Carports	Sheriff Patrol and specialty vehicles
Existing Fire Station Reuse	It is anticipated that this space can be remodeled for ancillary usage. Ancillary functions (such as Search and Rescue) that do not need a direct functional adjacency can be stored here. Design / Development team has the option of demolishing this building if other means to meet program or project goals come about and County goals are meet.

Fitness & Training (bid alternate)	Wellness- cardio machines and weight training. Large training room includes large matted floor. Smaller training room dedicated for visual simulations or "Prism" training.
Phase 1 Parking	
Program Uses	Description of Use
EOF Public Parking	EOF and fire station visitors, media, and ADA parking. Shared parking with park and playground
On Duty Patrol Carport Parking	Parking area must be secured through chain link fence or other method.
EOF Department Vehicle Carport Parking	Patrol and specialty vehicles parked within the secured parking will be provided carports
EOF Department Vehicle Parking	Department vehicles parked within the secured parking
San Rafael Department Vehicle Parking*	Department vehicles parked within the secured parking
EOF Personal Vehicles	Secured parking for EOF staff
San Rafael Personal Vehicles*	Secured parking for fire station staff
*Only if site is located at or within close proximity to the Civic Center Campus	
Phase 2 Essential Service	
Program Uses	Description of Use
Main Building	
Sheriff Command	Offices for the Sheriff, Undersheriff, Captains and their immediate staff
Fiscal Services	Offices for Fiscal staff
Civil & Documentary	Public counter
Professional Services Unit	Offices for PSU staff.
Investigations	Offices for detectives
Identification	Evidence booking, processing and warehouse. Lab for analysis of evidence
Common Space	Support spaces, conference, etc.
Secured Storage Facility	
Phase 2 Parking	
Program Uses	Description of Use
EOF Department Vehicle Parking	Department vehicles parked within the secured parking
EOF Personal Vehicles	Parking will specifically service Phase 2 main building
EOF Public Parking	Shared with Phase 1

(Additional Program Requirements may be added after a site is chosen by the Board of Supervisors)



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**ATTACHMENT B:
PRELIMINARY SITE DESCRIPTION**

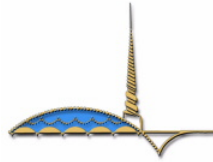
(TBD)

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**ATTACHMENT C:
FIRM SUBMITTAL FORMS****FORM B4: Typical Firm Qualifications Form**

FIRM	
Company Name	
Contact Person	
Contact Person's Title	
Address	
City, State	
Telephone	
Fax	
E-Mail	
<p>NOTE: RESPONDENTS MAY EXPAND THIS FORMAT TO INCLUDE ROOM FOR LENGTHIER RESPONSES, BUT THE FORMAT MUST FOLLOW THE ISSUES IN THE NUMERIC ORDER LISTED BELOW. FAILURE TO PROVIDE THE INFORMATION IN THE FORMAT BELOW WILL RESULT IN A LOWER EVALUATION SCORE. DUPLICATE THESE PAGES AS NECESSARY FOR EACH PROJECT.</p>	
1. Provide a brief corporate background and firm description.	
2. Describe your firm's experience and approach to the development of essential use facilities.	

ATTACHMENT D:
KEY PERSONNEL TYPICAL SUBMITTAL FORM



Instructions - Please provide a minimum of two (2) projects for each key personnel member (and a maximum of four (4)) and include at least one (1) references for each project provided. Using the template format, you may insert new pages as necessary to accommodate additional projects and/or relevant project information requested herein. For each reference, identify the nature of the project, and the full name and title of the reference, their role of the subject project, relationship to team member, business address, telephone number and email address.

FORM C1: Key Member

1. Please indicate the name and primary point of contact for your team's Key Member.

(Name of Firm)

(Name of Key Member)

2. **Summary of Experience for key member** – Please complete the experience matrix using the template below:

QUALIFICATIONS	
Name of Individual	
Title	
Brief Description of Current Responsibilities	
Years of Experience	
Education	
Affiliations	
1. Please describe your prior experience and qualifications.	
2. Please describe your experience working professionally on behalf of local, State, and/or Federal government agencies.	

**ATTACHMENT E:
DISCLOSURE FORM**

(To be included at a later date)

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ATTACHMENT F:

FINANCIAL CAPACITY AND PRIOR LITIGATION HISTORY

The "at risk" entity shall provide documentation and statements describing the team's proposed ownership structure, as well as most recent three (3) years of audited financial statements in accordance with Generally Accepted Accounting Principals (GAAP) for key team members.

- The Financial Auditor must be a recognized firm in the accounting industry which routinely governs the business entity. Contact information should also be provided.

Note: if a private company has not prepared its audited financial statements in accordance with GAAP, the financial statements should be audited on the basis that they have been prepared and an assertion as to their accuracy should be made by their auditor.

- Joint ventures should submit audited financial statements and documentation demonstrating financial capabilities and bonding capacity only for the single business entity itself, unless the entity has been newly formed for the project or if principal members of the single business entity will be independently responsible for financial commitments. In the latter cases, audited financial statements and documentation relating to financial capability and bonding capacity should be submitted for the single business entity and individually for all principal members of the proposal team responsible for obtaining Project financing.
- The ownership structure and economics of sharing arrangements between principal members and investors shall include identification of all sources of return to the owners and investors.

Financial Accountability

Proposal team shall demonstrate an organization structure depicting a relationship of Proposer team members that are financially accountable for Project performance.

ATTACHMENT G:

CORE COUNTY CONTRACTUAL TERMS AND CONDITIONS

The Term Sheet sets forth General Terms, Deal Structure and Special Terms and Conditions that shall apply to each proposal. Final terms shall be contained in a Development Agreement to be negotiated between the County and the team issued the ENA.

I. General Terms

- A. Licenses
- B. Taxes
- C. Paying of Prevailing Wage
- D. Paying of Living Wage
- E. Indemnification
- F. Insurance
- G. Worker's Compensation
- H. Nondiscriminatory Employment
- I. No collusion
- J. Prohibition against nuclear weapons, materials and county contracts and investments
- K. Preference in Contracts and Purchases
- L. Confidentiality
- M. Marin County Civic Center Master Design Guidelines
- N. Entitlements
- O. Environmental Review
- P. Independent Contractor Status
- Q. Public Disclosures
- R. County Review for Compliance
- S. News Releases
- T. Conflict of Interests
- U. Site Delivery
- V. Interim Use
- W. County's Access Rights
- X. Real Estate Broker
- Y. Approval

II. Deal Structure

The “at risk” entity must demonstrate an ability to provide \$6 - \$13 million in bank financing to complete the project if additional County funds are needed. This understanding is that the County *may or may not* enter in to a financing lease transaction (lease back) on completion of the facility. If a financing lease is required, the EOF building will be used as collateral. The County also requires an option to pay off the lease at any time during the lease term.

- A. Memorandum of Lease
- B. Ground Lease
- C. Termination of Ground Lease
- D. Lease back Agreement
- E. Lease Security
- F. No Subordination
- G. Assignment/Transfer
- H. Damage and Destruction
- I. Non-disturbance Agreement
- J. Residual Ownership of Improvements
- K. Late Payment of base rent or additional rent

III. Special Terms and Conditions

- A. Landlord
- B. Tenant
- C. Ground Lease
- D. Termination of Ground Lease
- E. Lease-back Agreement
- F. Lease Security
- G. Schedule of Performance
- H. Prosecution and Progress
- I. Acceptance and Payment
- J. Ownership of Design
- K. Performance Guarantee
- L. Escrow fees and Title Insurance
- M. Condition of Property
- N. Representations and Warranties

ATTACHMENT H:
CONCEPTUAL SKETCH & SITE DIAGRAM EXAMPLES

