

SAN DIEGO CIVIC CENTER COMPLEX

REQUEST FOR DEVELOPER PROPOSALS
(BY INVITATION ONLY)



REQUEST FOR PROPOSALS ISSUED:
PRESUBMITTAL CONFERENCE:
RESPONSES DUE:

MAY 5, 2008
MAY 12, 2008 AT 10:00 A.M. (PST)
JULY 18, 2008 BY 4:00 P.M. (PST)

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I. BACKGROUND

On July 29, 2007, the Centre City Development Corporation (“CCDC”) on behalf of the City of San Diego (“the City”) issued a Request for Qualifications (“RFQ”) for development teams interested in the opportunity to partner with the City to develop a new San Diego Civic Center Complex (“Civic Center”). CCDC received eight (8) responses to the RFQ and formed an independent selection committee to review and evaluate the submissions. The selection committee chose two finalist development teams to advance to the next phase of the development selection process: the submission of development proposals.

To formally begin the second phase of the Development Team selection process, the CCDC and City welcome your participation in this Request for Proposals (“RFP”) to develop a new Civic Center. This RFP is offered solely to the two finalist development teams selected through the RFQ process. The finalist development teams are Gerding Edlen and Hines (“Development Teams”). Please ensure that your RFP response adheres to the structure outlined in this document.

II. DEVELOPMENT OBJECTIVES

The creation of a vision for the Civic Center provides an opportunity to redevelop and revitalize the center of the downtown by leveraging the City’s assets in a way that will inspire and guide future development within the area. For that reason, a number of important goals need to guide that vision:

- The use of sustainable design, architecture and construction principles;
- The architecture and buildings should relate to the streets and public spaces, plazas, as well as provide for street/pedestrian activation and linkages along the edges;
- Buildings should be designed within the vertical mixed-use fabric of the downtown;
- The Civic Center should act as an anchor and important civic front door to C Street, with the light rail station being integral to the design;
- The architecture and urban design should address the public realm, contextual adjacencies of existing and future buildings, as well as enhance the image of the skyline and city;
- Address the balance between public and private mixed-uses within the Site to generate additional economic benefit to the City;
- Optimize public access to city services and the public decision making process;
- Provide for the opportunity to create additional job growth in the downtown;
- Provide for more efficient and cost-effective future operations and maintenance for City buildings, enhanced customer services, as well as more productive work environments.

III. IMPORTANT DISCLOSURES

It is expected that each Development Team will have questions and needs for clarification during the RFP response period. **All questions and requests for information shall be directed to CCDC, attention: Jeff Graham, Assistant Vice President, Redevelopment: (619) 533-7181 or jgraham@ccdc.com.** All questions and respective responses shall be delivered, in writing, to both Development Teams.

Responses to this RFP must be delivered to the offices of CCDC no later than 4:00 PM on Friday, July 18, 2008. Please note that CCDC offices shall be relocating to 401 B Street, Suite 400, San Diego, California 92101 on or about June 20, 2008.

This document is not an offer to enter into an agreement with any party. By submission of a proposal in response to this RFP, the submitting party and its principals, directors, officers, partners, and their affiliates waive any and all rights to challenge the RFP, CCDC or the City in connection therewith for any cause whatsoever at law or in equity, including, but not limited to, any action based in contract, tort, or common law or applicable statutes or regulations. No agreements or understandings between the City and the selected Development Team shall be binding until development documents have been duly executed and delivered by the Development Team and the City, and, after the City has received requisite approval of the City Council for the transaction.

IV. DEVELOPMENT PROGRAM REQUIREMENTS AND CONSIDERATIONS

For purposes of this RFP, the Civic Center shall be defined as that property bound by Third Avenue, and A, C and Front streets as reflected in Attachment A – Site Map (“the Site”). CCDC has retained a civil engineer to prepare a current ALTA survey which will include, among other information, precise Site boundaries, locations of easements, building footprints, significant underground building elements and utilities, elevations, and CAD-ready files. Each Development Team shall be provided with a copy of the complete ALTA survey upon its availability. Neither the City nor CCDC has prepared a preconceived development program for the Site. As such, each Development Team’s proposal shall convey each Team’s vision, development program, approach and financial forecasts related to the execution of the Site’s overall redevelopment. However, at a minimum, each Development Team’s response must consider the following requirements and considerations.

REQUIRED PROGRAM ELEMENTS:

A. City Hall

The City’s vision for the Civic Center Site includes a mixed use development which must also incorporate a new, modern and architecturally significant City Hall. To achieve a City goal of greater efficiency, improved productivity and superior customer service, a Facilities Needs Assessment (“Needs Assessment”) was conducted by

Gensler Architects. The full Needs Assessment report can be viewed in Attachment B – Facilities Needs Assessment and its companion report Attachment C – Parking Study. By employing new modern workspace standards which promote innovation, collaboration and effectiveness of today’s most successful public and private enterprises, the study found that the City’s total demand for downtown space may be reduced by up to 30% from its current space usage.

By applying the new benchmark workspace standards, the City estimates it will require the following approximate amounts of usable space in a new City Hall beginning in the year 2013 with an average annual growth rate of 0.6%.

Year 2013	660,659 RSF
Year 2023	700,351 RSF
Year 2033	736,172 RSF
Year 2053	793,095 RSF

Each Development Team’s response must deliver a new City Hall containing the City’s space needs within a single building or two, possibly connected, buildings within the Site. The development program must deliver to the City the space required by May 2013 and provide the flexibility to expand, as needed, to the approximate space projections in future years. The City should only be expected to pay, on an annual basis, for the space it occupies. The optimal project concept will provide for the City’s future space expansion through the year 2053 as the need arises.

The building floor plates must conform to the following gross floor areas:

Minimum floor plate	24,500 GFA
Optimal average floor plate	32,200 GFA
Maximum floor plate	Not applicable

Minimum design and construction criteria must be achieved for the new City Hall as specified in Attachment D – Design Specifications. The proposals shall also be expected to provide for the City’s minimum security, information technology, communication, furniture, fixture and equipment, space program and public accessibility requirements as outlined in Attachment E – Voice/Data Specifications. Critical department adjacencies and City program elements requiring ground floor or near-ground floor locations as specified in the Needs Assessment must also be considered.

B. City/public parking requirements

A minimum of 1.5 stalls per 1,000 square feet of gross building area of the City Hall building(s) must be provided (pursuant to the PDO requirements). This requirement shall accommodate City staff, elected officials, and visitors conducting business with the City. While Attachment C – Parking Study suggests a lower parking demand may be expected if certain incentive programs are implemented, the City desires the parking supply to meet PDO requirements. Each Development Team is encouraged to refer to the Centre City PDO and City of San Diego Land Development Code,

www.sandiego.gov/development-services, for parking specifications related to public and private parking. Shared parking programs with sufficient supporting data will be considered, if proposed. Replacement of the Evans Jones Parkade with subterranean parking is not a requirement, but may be considered at the Development Team's discretion as part of its vision for the Site and demonstrated financial viability.

C. Integration with C Street

Each Development Team's program must integrate with and activate the C Street transit corridor. The program must consider the proposed transit stop located on the southwestern boundary of the site as identified in the preliminary C Street Master Plan as found on the following website: www.ccdc.com.

D. Program within the Site

The development concept and program contained in each Development Team's proposal must only consider the Site; alternative proximate sites may, at the City's discretion, be considered at a future date following selection of the development partner.

E. Public/Cultural Uses

The CCDC/City view the Civic Theatre as a significant amenity for the community and an important component of any redevelopment plan. All parking revenues generated from attendance at Civic Theatre events during weekends and weekday evenings shall continue to be directed to support Civic Theatre operations in accordance with the existing agreement between the City and the Theatre operator. As such, the development strategy may take advantage of and incorporate the existing Civic Theatre and provide for its uninterrupted operation during the redevelopment process or propose to construct a new and comparable theatre elsewhere within the Site.

If the Development Team's concept and program incorporate the existing Theatre, the proposal must consider the Theatre operator's proposed renovation plans (which may be requested from CCDC), to the greatest extent possible, including relocation of any Theatre entries, exterior improvements, outdoor gathering spaces, and cafes. Renovations of the existing Theatre shall be assumed to be funded by the Theatre's own fundraising efforts and shall not be a financial or improvement obligation of the Development Team or City. If the Development Team proposes to construct a new Theatre within the Site, operations of the existing Theatre must continue, uninterrupted, until occupancy of the new Theatre.

F. Public Spaces

An extraordinary public plaza integrating the existing or new Civic Theatre, new City Hall and other uses must be incorporated within the project design. An ideal plaza shall be accessible to all citizens and should consider the following principles: image

and identity, attraction/destination, public art, amenities, flexibility, environmental elements, access and circulation, function, character, integration, and maintenance.

G. Public Art Program

Pursuant to the City's art in private development ordinance, the Development Team's program shall include on-site public artwork, or space for cultural use, or a combination thereof at a value equal to 1% of the total building permit valuation, excluding the City Hall component and any other exemptions permitted under the [Public Art Ordinance](#). The payment of an in-lieu fee shall not satisfy this requirement. The treatment of the Civic Theatre or creation of a comparable theatre shall not apply towards the satisfaction of this requirement. A guide to the City's art in private development ordinance is located on the following website: <http://www.sandiego.gov/arts-culture/pdf/developerguide.pdf>. The Development Team is encouraged to view the 1% requirement only as a minimum contribution to the arts and culture programming. The Development Team is advised to use the Arts and Culture Chapter of the San Diego Downtown Community Plan and the 2004 Public Art Master Plan, <http://www.sandiego.gov/arts-culture/pdf/pampmarch2004.pdf>, as references.

Pursuant to City Council Policy 900-11, http://docs.sandiego.gov/councilpolicies/cpd_900-11.pdf, the portion of the Development Team's program for the development of City Hall must comply with the 2% for public art allocation. The City of San Diego Commission for Arts and Culture ("Arts Commission") will administer the 2% public art allocation and develop the City Hall art program with input and assistance from the Development Team. The 2% public art allocation may be used to commission new artwork or purchase existing artwork for either or both interior and exterior exhibition sites. Artwork created or purchased with the 2% for art set-aside will become the property of the City.

The Development Team's program may incorporate the existing City-owned sculpture/fountain, "Bow Wave" by Malcolm Leland, or propose to relocate the sculpture/fountain elsewhere within the Site, or to another site downtown. Any plan to relocate the sculpture/fountain must be approved by the Arts Commission. At a minimum, the Development Team's program shall include the conservation of the sculpture/fountain conducted by a professional art conservator approved by the Arts Commission, the development of an ongoing maintenance plan by the art conservator and the placement of a plaque at the site identifying the artwork and the artist. The Development Team shall work closely with the Arts Commission to undertake any conservation treatment and/or other modifications to the sculpture/fountain.

H. Sustainability

Each Development Team's proposal must commit to and employ sustainable design and construction principles by securing a minimum of Silver Certification of the Leadership in Energy and Environmental Design ("LEED") Green Building Rating System, as defined by the U.S. Green Building Council ("USGBC") for all public and private Site components.

OPTIONAL PROGRAM ELEMENTS:

Public/Cultural Uses

1. While not a requirement, the Development Team may propose to incorporate a new Fire Station #1 into the new development program. In the event that the Development Team's proposal includes a new fire station, the Development Team may request a subsidy from Redevelopment Agency tax increment funds toward its design and construction.

Urban Planning

1. Each Development Team's proposal should consider the goal of re-opening B Street to pedestrians and/or vehicles and re-establishing the view corridor. If the Development Team's concept suggests re-opening B Street to vehicles, the proposal must address and resolve the concerns of the Civic Theatre operator pertaining to acoustics, outdoor gathering space during performances, and patron safety.
2. The Site's overall plan and design should consider the possible State Courts Master Plan ("Courts Master Plan") for the blocks located directly to the west of the Civic Center. Copies of the Courts Master Plan have been provided to each Development Team. An optimal Civic Center plan would easily provide the opportunity for the Civic Center plan to aesthetically and functionally connect with a future Courts Master Plan, should such plan be implemented by the State of California at a future date.

Other Land Uses

1. The Development Team is strongly encouraged to integrate an active mix of private, cultural and civic land uses in a dense urban design on the Site. The mix of land uses should be partially based on the Development Team's forecast of market demand, the desire to create a vibrant 24/7 urban experience, the needs of other governments and civic organizations and optimization of the surplus land development value. The Development Team's response should include detailed programmatic information for both the civic and private uses on the site. The City is particularly interested in designs that will foster economic revitalization and integrate positively with the civic elements and surrounding neighborhoods.
2. If residential is a proposed use, a minimum of 20% of total onsite units shall be affordable to households earning 120% or less of Area Median Income ("AMI").
3. A variety of suggested private land uses for consideration within the Site were gathered through a visionary workshop attended by senior City management. Additional uses were also suggested by the community at public discussion sessions. Development Teams may wish to consider the following additional private and civic uses, among others, to enrich the Civic/Core district:

- Child day care
- Educational
- Medical
- Fitness
- Residential, particularly workforce
- Dining
- Retail
- Entertainment
- Cultural
- Other government/civic

V. SPECIAL SITE AND DESIGN CONSIDERATIONS

This section provides background/reference information and discussions concerning issues that should be considered by the Development Teams responding to the RFP, including specific references to some Community Plan goals and PDO requirements. All information is provided for the purpose of assisting in the preparation of a thorough and complete RFP response.

Development and Design Standards

Development Teams should review these documents to understand all of the development standards for the Site prior to designing project concepts. Project concepts are encouraged to exceed minimum standards where appropriate and financially feasible. The project concept is expected to display a high quality design that complements and enhances the Civic/Core district.

A. General Design

1. Project concepts should maximize project density, including the utilization of incentives, bonuses and TDRs, where feasible and necessary.
2. Project concepts should meet or exceed all development requirements specified for the Site within the Community Plan and PDO, except as modified by the RFP language.
3. Superior architectural, landscaping and urban design should be provided for the entire project, including all street elevations, private property elevations and rooftops.
4. All project concepts should incorporate sustainable development principles, including eco-roof designs throughout, in accordance with PDO requirements, as well as other sustainable development design standards recommended within the Community Plan. A minimum of LEED-Silver certification shall be achieved for all components of the development program.
5. All project concepts should incorporate Crime Prevention through Environmental Design (“CPTED”) principles.

B. Affordable Housing (if residential is proposed)

If the Development Team chooses to include a residential element in the project concept and proposal, on-site affordable housing must be included. The proposal shall identify all affordable housing funding sources proposed for the units. “Gap” financial assistance to ensure that at least 20 percent of the project’s total residential units are affordable to very low, low and/or moderate-income households may be requested from the Redevelopment Agency and will be considered as part of the RFP response review and evaluation process (see Financial Considerations section below).

1. The RFP offers flexibility in proposing whether the affordable units are rental or for-sale and in recommending the target income levels for affordable units.
2. Affordable rental housing units must be income restricted for a minimum of 55 years to very low, low, or moderate-income households earning 120 percent or less of AMI. At least 10 percent of the project’s total number of residential units must be affordable to households earning at or below 65 percent of AMI in order to comply with the City’s Inclusionary Housing Ordinance. These units apply toward the 20 percent requirement.
3. Affordable for-sale housing units must be income restricted for at least 45 years to low- or moderate-income households earning 51 to 120 percent of AMI. At least 10 percent of the project’s total residential units must be affordable to households earning at or below 100 percent of AMI in order to comply with the City’s Inclusionary Housing Ordinance.
4. Calculation of affordable rents and purchase prices shall be based on established benchmarks defined in California Community Redevelopment Law (“CRL”) (California Health & Safety Code Section 50053). For a summary of the affordability data for 2008, see Attachment F – 2008 Housing Affordability Table.
5. Payment of the “in-lieu” inclusionary housing fee is not an option since the Development Teams are anticipated to comply with the City’s Inclusionary Housing Ordinance through provision of on-site affordable housing, if residential is included.

C. Environmental Conditions

In an effort to utilize sustainable development principles, the Development Team’s proposal should assume that demolished building materials shall be recycled to the extent practical. CCDC is in the process of evaluating a downtown-wide building material recycling program which may include the structures on the Site.

Development Team submissions shall assume a transfer of the Site and its improvements in an “as is” condition subject to all known and unknown environmental materials, contaminants and remediation processes. Any future

development will be expected to comply with CEQA, federal and local environmental requirements.

D. Seismic

The CCDC/City have not conducted seismic studies specifically for the purposes of the Site's future development. As a condition precedent to the issuance of entitlements and Site development, the selected Development Team shall be responsible for conducting all required seismic studies and assessments to comply with federal, state and local regulations.

E. Off-Site Improvements

The Development Team shall be required to install off-site improvements adjacent to the Site consistent with CCDC's current requirements and Streetscape Manual ("Manual") and at its own expense. Copies of the Manual are available for viewing and purchase at the CCDC offices at 225 Broadway, Suite 1100, San Diego, or for purchase by calling (619) 235-2200. These improvements should be protected during project construction; however, any damage to them shall be repaired by the selected Development Team. Each Development Team submittal shall consider such required improvements. Questions regarding specific off-street improvements and design should be directed to John L. Anderson, Senior Project Manager-Public Works, at (619) 533-7140 or email at anderson@ccdc.com.

VI. FINANCIAL CONSIDERATIONS

As emphasized in the original RFQ, approval of the Site's redevelopment shall be conditioned upon the Development Team's proposed program resulting in a financial savings to the City and taxpayers. For purposes of determining financial savings, an evaluation of the City's projected costs under scenarios, which are alternatives to the Site's redevelopment, has been conducted ("Baseline City Costs"). The analyses were conducted by The Staubach Company, reviewed by CCDC staff and considered public comment collected during several public discussion meetings. Four alternative Baseline City Costs scenarios were evaluated.

Each scenario forecasts the City's costs for a period of fifty (50) years beginning in the year 2013 (the year in which major City leases begin to expire). The projected future cash flow of City costs was discounted to the year 2013 using a discount rate of 5.0%. All but one of the five "baseline" scenarios assume the City must incur significant costs to rehabilitate, modernize to current codes and standards, repair and improve safety in its owned facilities. The fifth scenario assumes the City-owned facilities undergo no rehabilitation or improvements and existing leases are renewed at rates and terms commensurate with market and space conditions.

A Facilities Condition Assessment ("Condition Assessment") was commissioned by CCDC to identify current and expected necessary rehabilitation, repairs and maintenance to extend the remaining useful life of the City-owned facilities (see

Attachment G – Facilities Condition Assessment). The Condition Assessment also estimates the costs and priorities of each identified repair item. These cost estimates formed the basis for each of the Baseline City Costs scenarios.

Included in four of the scenarios are the City’s projected costs to rehabilitate existing City-owned structures to meet current building codes related to safety, environmental remediation, seismic, structural deficiencies, disabled access, and water and energy conservation; replacement of obsolete furniture, fixtures and equipment; and indirect costs related to the rehabilitation. Included in all five of the scenarios are City occupancy costs for its owned and leased spaces including utilities, maintenance, lease payments, allocated CAM charges, and parking.

A description of each of the five Baseline City Costs scenarios and their respective present values are as follows:

Scenario 1 – Assumes the City rehabilitates its owned facilities according to the recommendations included in the Condition Assessment and seismically retrofits, to the extent possible, to current standards. Costs for temporary staff moves and swing space during the rehabilitation process are also included. The improvements are assumed to extend the remaining useful life of the City-owned facilities for 30 years from the date of completion of the improvements. At the end of the thirtieth year, a new City Hall is assumed to be constructed at the City’s expense. Assumes existing or comparable leased space is renewed upon lease expirations at likely negotiated rates and terms. The Present Value (in year 2013 dollars) of future estimated City costs under this scenario is as follows:

Capital Improvement Costs	\$350,000,000
Occupancy & Operating Costs	<u>\$977,000,000</u>
Total City Costs	\$1,327,000,000

Scenario 2 -- Assumes the City rehabilitates its owned facilities as described in Scenario ‘A’. In addition, assumes interior improvements are installed which apply, to the extent possible, new efficient workspace standards to the City-owned and leased facilities. This scenario results in a reduction in the amount of leased space required to accommodate the City’s downtown operations. The Present Value (in year 2013 dollars) of future estimated City costs under this scenario is as follows:

Capital Improvement Costs	\$470,000,000
Occupancy & Operating Costs	<u>\$568,000,000</u>
Total City Costs	\$1,038,000,000

Scenario 3 -- Applies the same assumptions as Scenario 'B' except Civic Center Plaza is acquired by the City, rather than leased. Assumes the required remaining space to fully accommodate the City's downtown operations is re-leased in the Executive Complex, or comparable space. The Present Value (in year 2013 dollars) of future estimated City costs under this scenario is as follows:

Capital Improvement Costs	\$350,000,000
Occupancy & Operating Costs	<u>\$732,000,000</u>
Total City Costs	\$1,082,000,000

Scenario 4 -- Applies the same assumptions as Scenario 'B' except improvements are made to the Concourse to convert its existing meeting spaces into City office space using the new efficient workspace standards. Assumes the required remaining space to fully accommodate the City's downtown operations is re-leased in the Executive Complex, or comparable space. The Present Value (in year 2013 dollars) of future estimated City Costs under this scenario is as follows:

Capital Improvement Costs	\$368,000,000
Occupancy & Operating Costs	<u>\$541,000,000</u>
Total City Costs	\$909,000,000

Scenario 5 – Assumes the City performs NO rehabilitation, code improvements or other renovations to its owned facilities and continues to occupy those facilities for the next 50 years. Assumes no costs are incurred to modify interior spaces in owned or leased facilities to more efficient workspace standards. As a result, assumes the City continues to lease space, comparable in size and quality to the existing, for the next 50 years. The Present Value (in year 2013 dollars) of future estimated City Costs under this scenario is as follows:

Capital Improvement Costs	\$0
Occupancy & Operating Costs	<u>\$987,000,000</u>
Total City Costs	\$987,000,000

Complete details of the assumptions and cash flow projections from each of the above scenarios are contained in Attachment H – Baseline City Costs. To determine a City cost savings, the Development Team's responses shall include a 50-year cash flow projection of the entire Site's proposed development, operations and sales, including the City's proposed share of capital and operating costs and revenues. The City's 50-year cost projection contained in the Development Team's proforma shall be discounted to the year 2013 using a discount rate of 5.0% and compared with the Baseline City Costs.

If a cost savings is validated by CCDC and the City selects one of the Development Teams, the City expects to enter into an Exclusive Negotiation Agreement ("ENA") with that Development Team. The ENA shall be expected to result in negotiating terms of a Disposition and Development Agreement ("DDA") or Owner's Participation Agreement ("OPA"). The DDA/OPA would provide for the legal and financial arrangement between the City and the selected Development Team to ensure

development of the Site in accordance with the agreed upon terms and conditions. The City will consider a variety of partnership structures, including conveyance of all or a portion of the Site by fee title or long-term land lease, grant of permanent easement for public or private parking, and other partnership structures. The City is required by State Law to sell or lease property for fair market value taking into consideration the use, conditions, covenants and development costs required by the DDA/OPA terms.

The evaluation of RFP responses will consider the proposed legal and financial structure and terms offered by the Development Team, as well as all other selection criteria. The City seeks to utilize the real property value of the Site to defray funding gaps associated with the provision of certain public benefits (specifically the new City Hall and related parking).

The City shall not incur any equity or capital risk in the initial phases of the development beyond the initial contribution of the land and/or surplus development rights on the site. The City will consider any of the partnership scenarios outlined below.

A. Partnership Options:

For the selected project concept, the City shall consider partnership options; all options will likely require CCDC or the City to obtain appraisals of the Site. The options may include the following:

1. Option A – Fee Simple Sale

The City will consider contribution of its land and/or surplus development rights, at fair market value, to the project in exchange for equity participation or applied to the development costs of the City facilities. Ownership of all or a portion of the Site may be transferred to the selected Development Team.

2. Option B – Long Term Ground Lease

The City will consider a long-term ground lease with limited cash flow risk and the possibility of cash flow or equity participation in the future private development. The revenue from the Ground Lease may support the issuance of tax exempt debt to be used to construct the new City facilities. If this structure is chosen, the City must receive payments from the selected Development Team as soon as possible.

3. Option C– Alternative Proposals

The City will consider proposed alternative structures that accomplish both the Development Team's and City's goals described above. Development Team should assume the City seeks to limit its equity contribution by contributing the land and excess development rights and minimize its future long term occupancy and operating costs.

B. Operations and Maintenance of City Improvements

It is the intent of the City to retain the selected Development Team to provide for the management of operations and maintenance (including management of a capital replacement program) of the City's facilities on the Site for the life of the building(s)' operations or until the City opts to assume responsibility for the asset and property management.

C. Prevailing Wage

Prevailing wage requirements as set forth in the California Labor Code shall apply to all components of this development.

D. Affordable Housing

If Housing is a proposed component of the development program, the Development Teams are encouraged to explore all potential strategies to achieve the desired level of housing affordability for the Site's development, including, but not limited to, the use of the following resources:

1. California Department of Housing and Community Development
2. Fannie Mae Foundation
3. CalHFA
4. Federal Home Loan Bank
5. Private equity funds
6. San Diego Housing Commission

E. Public Components

The selected Development Team will be expected to provide the public plaza and public art components of the proposed project without any costs to the City, Redevelopment Agency or CCDC.

VII. **SELECTION PROCESS AND EVALUATION CRITERIA**

Selection Process

Upon submission of the Development Team proposals, CCDC staff, with assistance from retained professional consultants, shall evaluate all content of the proposals based upon the evaluation criteria set forth below. City-wide public meetings shall be hosted by CCDC to present the two alternative proposals and receive and document public comment, including recommendations from the Centre City Advisory Committee ("CCAC"). CCDC staff will draft a report summarizing their findings, including public comment, for submission to the CCDC Board of Directors. The CCDC staff report may or may not include a recommendation of Development Team selection. Each Development Team shall be provided the opportunity to present their

development concept and program to the CCDC Board. The CCDC Board review may or may not include a recommendation to the Mayor and City Council of Development Team selection.

Finally, the Development Teams shall be provided the opportunity to present their development concepts and programs to the Mayor and City Council. Any decisions or actions regarding Development Team selection or denial of both Development Teams' proposals shall be the sole discretion of the Mayor and City Council.

Milestone	Date
RFP issued to Development Teams	May 5, 2008
Development Team Presubmittal Meeting	May 12, 2008 at 10:00 a.m. (PST)
Development Team responses submitted	July 18, 2008 by 4:00 p.m. (PST)
CCDC proposal review and evaluation	July 19, 2008 through August 31, 2008
Public review and comment	August 2008
CCDC staff recommendation	September 9, 2008
CCAC presentations and recommendation	September 2008
CCDC Board presentations and recommendation to City	September 2008
City Council / Mayor presentations and Development Team selection	October 2008

The schedule above is subject to change.

Evaluation Criteria

CCDC intends to evaluate the responses to this RFP and, if deemed to save the City costs, recommend a Development Team and project concept to the City for exclusive negotiations based upon the criteria and maximum possible points outlined in this section. Points for each Development Team's response to the selection criteria and accompanying rationale for scoring shall be submitted to the CCDC Board following a thorough review and evaluation of the Team's submittal. Each submittal shall be evaluated on its own merit and in comparison to the other Development Team's response. **The maximum possible number of points that may be awarded to a Team's submittal is 165.**

A. Proposal and Development Team Characteristics 15 POINTS MAXIMUM

1. Quality of Development Team proposal
 - Thoroughness of response to RFP submittal requirements
 - Organization and clarity of proposal
 - Adherence to RFP terms, conditions and specifications
 - Degree of specificity of partnership structure, financial terms and development program

2. Demonstrated commitment and ability to provide the necessary resources, experience and capability to assure timely implementation and completion of the proposed project concept
 - Commitment to appropriate level of project staffing and management
 - Experience of key project staff
 - Work plan to create effective and efficient partnership with City
3. Demonstrated commitment to comply with the City / CCDC Equal Opportunity Program
 - Relative similarity of Development Team's workforce as compared to the local population.
 - Development Team's written equal opportunity policy and its inclusion in the employee handbook or posted in a location (i.e. break room) available for all to review
 - Development Team's internal mechanisms or resources available for employees to address workplace issues without fear of retaliation
 - Diversification of proposed methods or media outlets that will be used to advertise employment/business opportunities other than the standard media

B. Financial Resources and Structure

35 POINTS MAXIMUM

1. A well-defined financial structure that clearly outlines:
 - Each partner's share of capital and operating costs, revenues, profits and risks
 - Ownership of land and improvements
 - Ground and/or building lease terms
 - A minimal risk to the City
 - Allocation of common area maintenance costs
 - Sources and amounts of all equity and debt required for the development program
2. Demonstrated ability to secure the specified funding required for the entire development program
 - Demonstrated interest and/or commitment and availability of required equity from equity partners
 - Demonstrated commitment and availability of required pre-development equity from Development Team
 - Demonstrated financial strength of debt sources and reasonable assumptions related to debt financing
 - Past experience and working relationships with proposed equity and debt sources
 - Project's financial viability is not dependent upon the award of discretionary federal or state funds
3. Proposes a legal and financial structure which:
 - Requires no pre-development funding from the City
 - Accesses favorable sources of funding based on costs of funds and risks
4. Provides for efficient operations and maintenance of the new City Hall which are cost effective when compared to industry standards.

C. Conceptual Project Planning/Design/Architecture **30 POINTS MAXIMUM**

Demonstrated ability to integrate the design criteria identified in the RFP into the development concept and program, the quality of the proposed concept, and its success in meeting the design objectives for the Site, specifically emphasizing the following:

1. An architecturally significant new City Hall that will accommodate the City's future operating and parking needs.
 - A design which inspires, evokes civic pride, is authentic to the character of San Diego, and is inviting and accessible to all.
 - Is efficient, flexible and durable.
 - Poses opportunities to integrate a public art program within the facility's design
 - Extent to which the proposed design specifications meet or exceed minimum code standards and optimize aesthetic quality, durability, low maintenance requirements and flexibility, where applicable
2. Artfully integrates the new City Hall, Civic Theatre, public spaces and private development.
 - Provides high quality public spaces which are accessible, comfortable, interesting, flexible and provide a seamless connection between the Site's buildings and the adjacent land uses
 - Proposes buildings which complement each other in the form of mass, size, spatial relationship, land use, and distinguished architectural style
 - Easily creates the ability to integrate the Civic Center master plan with the Courts Master Plan, if deemed feasible at a future date
3. The ability of the proposed design and phasing plan to address the connectivity with and activation of C Street.
 - Active ground floor uses facing C Street
 - Thoughtful integration with proposed Transit Station
 - Streetscape and hardscape which integrate the new Civic Center with the transit corridor
4. The proposed design's ability to re-establish pedestrian and/or vehicular traffic to B Street
 - Re-establish the view corridor westward to the waterfront
 - If vehicular traffic is proposed, design's consideration of Civic Theatre operations and outdoor gathering areas
5. The degree to which the design incorporates innovative, efficient and cost effective sustainable design principles resulting in a minimum of LEED-Silver certification by the US Green Building Council. Particularly, the proposed concept's ability to address:
 - Water consumption
 - Energy consumption
 - Use of recycled materials
 - Carbon emissions (buildings and vehicular)
 - Fuel consumption
 - Opportunities for eco-roofs
 - Waste reduction

D. Financial Viability and Economic Stimulation **55 POINTS MAXIMUM**

1. The Site development program results in a cost savings to the City when compared to the Baseline City Costs
 - Reduces the City's total costs over 50 years on a present value basis
 - Reduces the City's annual occupancy costs during the initial 10 years of occupancy in the new City Hall
2. The Site development program results in a cost savings to the City when compared to the competing Development Team's response
3. The potential for a significant positive impact on the surrounding area as a result of the proposed development concept.
 - A catalyst of adjacent redevelopment activity
 - A stimulus for downtown job creation, retention or enhancement
 - A catalyst for an increase in adjacent property values
 - A catalyst for an increase in existing downtown business revenue
4. The extent to which the Site's proposed development program generates new City revenues including sales tax, hotel tax, and property taxes
5. The extent to which the Site's proposed development program generates new employment within downtown and increases personal and business income

E. Development Program and Project Implementation **30 POINTS MAXIMUM**

1. A phasing and implementation plan which delivers a new City Hall and related parking that meet or exceed the minimum requirements stated in this RFP
 - Is ready for City occupancy by May 2013
 - Provides for flexibility as future City space requirements expand or contract
2. A phasing plan which demonstrates minimal disruption to City operations and staff and to the operations of the Civic Theatre during plan implementation
 - Adequately address hazardous material abatement without harm to people
 - Requires little or no temporary relocation of City staff, work environment, or services
3. An implementation plan which identifies reasonable temporary parking locations for City employees, officials and visitors during construction if the Parkade is considered for demolition or operational disruption.
4. A phasing and implementation plan which fully develops the Site in an expeditious manner, yet according to market conditions, with public and private uses to deliver Site activation at the earliest possible date

VIII. SUBMITTAL REQUIREMENTS

RFP responses must include the following information in a **BRIEF AND CONCISE** format. CCDC reserves the right to request additional information during the evaluation of RFP responses and to reject any or all responses. Each response must be divided into sections and labeled according to the headings listed below.

A. Project Concept Summary

Provide a concise narrative summary of the project concept (4 page maximum), including:

- general description of the vision and proposed project concept for the Site;
- breakdown of the project concept's components;
- financial and operational benefits to the City; and
- proposed development schedule

In addition, specifically address how the project meets the following guiding principles and goals:

- A new City Hall that achieves financial savings to the City;
- A Civic Center of lasting value;
- Inspires excellence in governance and embodies the image of open, accessible and efficient city government;
- Is a "building block" of the City, representing a major investment in the development of downtown and a structure that fosters pride and inspires Civic Government;
- Sets a standard for sustainable development;
- Reinforces transit and trolley connectivity;
- Respects and reinforces the pedestrian grid and streetscape;
- Improves Americans with Disabilities Act (ADA) accessibility; and
- Boosts tax increment revenue to the City by stimulating private development.

B. Project Component Description

Outline the proposed plan for all public and private development uses throughout the Site. Deliberately, the CCDC/City are not specifying the optimal mix of private development land uses for the Site. The CCDC/City are also not suggesting an optimal FAR that might be achieved but the **Development Teams should consider that the public improvements (City Hall, cultural, civic, fire station, public parking, etc.) on the Site are exempt from inclusion in the overall site FAR calculations.** The proposed private development should reflect what the Development Team believes is achievable through the entitlements process, meet the development objectives, support a cost savings to the City and can be sustained by the market.

Include a phased development program matrix in a format similar to the one shown below. Assume the execution date of an ENA marks Month Zero (0). Use "n/a" if not applicable.

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Site acquisition or ground lease commencement					
Begin demolition					
End demolition					
Begin construction					
End construction					
Total Gross Bldg. Area (sf)					
City Hall (gsf)					
Civic Theatre, if new (gsf)					
Hotel (rooms, gsf)					
Residential, rental (units)					
Number / % affordable					
Residential, for sale (units)					
Number / % affordable					
Office (gsf)					
Fire station (gsf)					
Retail (gsf)					
Restaurant (gsf)					
Other Uses, specify (gsf)					
Parking, new below grade (total stalls, total gsf)					
City Hall (stalls)					
Public (stalls)					
Private (stalls)					
Shared (stalls)					
Parking, new above grade (total stalls, total gsf)					
Number for City Hall					
City Hall (stalls)					
Public (stalls)					
Private (stalls)					
Shared (stalls)					
Parking, existing (total stalls, total gsf)					
City Hall (stalls)					
Public (stalls)					
Private (stalls)					
Shared (stalls)					

Specifically address the following:

1. Identify the proposed uses for each portion of the Site, gross building areas and locations for all phases and proposed uses within buildings
2. Identify the gross building area, usable square feet in year 2013, and location(s) of a new, modern and architecturally significant City Hall

- Identify the minimum, maximum and typical proposed floor plate size(s) of the new City Hall. For each representative floor plate, list Gross Square Feet (GSF) and Useable Square Feet (USF).
 - In addition to the City's minimum space 2013 requirements, identify the expansion rights the City will have in order to meet its expansion needs.
3. Identify the location and amount of parking provided. In addition to dedicated parking stalls, identify:
 - Number of shared use vehicle stalls
 - Number of motorcycle stalls per PDO
 - Number of disabled stalls per PDO
 - Capacity of bicycle storage per PDO
 4. The Development Team should present a detailed plan for the design and development of the City Hall on the Site including a phasing plan that addresses parking and physical plant issues during construction. How shall temporary parking for City employees and customers be provided, if necessary?
 5. If existing Civic Theatre is proposed to remain, describe the plan to integrate the Theatre into the Site's master plan. Describe measures to be taken to ensure no disruption to Theatre operations occur during the course of the planned implementation.
 6. How will the public space be integrated into the mix of uses? Identify the size, features, location and characteristics of proposed open space.
 7. Does the design provide for re-opening B Street to pedestrians and/or vehicles?
 8. How does the proposed design integrate and activate the C Street transit corridor?
 9. Describe how the design and proposed mix of private land uses support ground floor activation and create a vibrant day and night center of activity.
 10. What level of LEED certification commitment will be made for each component of the proposed public and private development on the Site?

C. Development Implementation Strategy

Identify the proposed phasing plan and the sequencing of infrastructure and vertical development contemplated in the concept. Along with the descriptive narrative, provide an anticipated schedule that outlines major phasing events and their anticipated duration.

Specifically address the following items:

1. The sequencing for the development of the City elements and the likely impact this will have on City operations during construction. If City operations will be impacted please address the plan to mitigate these impacts, including proposed swing space, if required.
2. When will parking level(s) be constructed? Where will access to below- and above-grade parking be located (ingress and egress)?
3. Will various development components (residential, retail, office, etc) be constructed simultaneously? If not, please describe the proposed sequencing.
4. How will parking for City employees and attendees of events at the Civic Theatre be impacted during construction?

- If parking is impacted what is your plan for the temporary relocation of employee/public parking?
 - Explain how the Civic Theatre will access this parking for performances throughout the year during construction.
5. What will be the impact on traffic during construction phases and what is the mitigation plan?
 6. What is the plan for addressing the central plant during construction and what impact and costs are associated with this?
 7. Identify the amount and location of construction staging area required during all phases of construction.
 8. It is the intent of the CCDC/City to create a construction material recycling program for the demolition of existing structures within the Site. Explain the strategies to be employed to facilitate such a program.
 9. Describe the interface between the public and private uses and the construction budget for both the private and City elements of the project including parking. How will the capital and operating costs for these elements be segregated between the public and private development?

D. Project Design Concept

Submit a design representation of the proposed project. This representation should be created specifically for this development opportunity and the Development Teams are encouraged to submit in as much detail as appropriate to illustrate the proposed project.

At the minimum, please submit the following items to adequately portray the project concept:

1. Site Plan, showing existing and proposed structures, massing plans, streets, sidewalks and street trees, traffic flows and lanes, plus the project's proposed roof plan;
2. Schematic Floor Plans of each distinct level, including all levels of parking plans. Show primary structure, cores, balconies and roof treatments, and basic wall to window relationships. Ground floor must show pedestrian entries, commercial entries and windows, vehicle entrances/curb cuts, sidewalks and street trees;
3. Accurate drawings of Principle Elevations (4 minimum), including street sections and at least 50 feet of adjacent blocks. Elevations should include overall vertical dimensions. Additional notes are welcome.
4. Two (2) (minimum) project Cross Sections, one north-south and one east-west, cut through most informative portions, indicating all major program elements and accurate vertical dimensions (floor to floor and overall);
5. A minimum of three (3), maximum of five (5) Conceptual Perspective Images; at least two shall be street/eye-level views, one shall be looking at the project from the "C" Street transit station and one shall be looking westward at the project from "B" Street and one aerial overview. All images shall be at realistic scale, accurately showing proposed colors and materials (if known), shadows and adjacent building context. Careful photo-montages are acceptable. Street trees shall be transparent enough to adequately reveal building features beyond;

6. All drawings are to be to scale, clear line work (hardline strongly preferred), with relevant notes and primary dimensions shown legibly. All drawings should be clear and fully legible if copied black and white;
7. A Massing Model depicted in 1:50 scale, including adjacent block in each direction of the Site;
8. Program Summary Tabulation, including: gross square foot (“GSF”) floor areas for City Development, GSF for each component of private development, height and amount of floors for City Hall and each component of private development, total parking spaces, parking spaces dedicated to City employees, and total FAR. Significant deviations, if any, from the PDO shall be listed. Proposed land uses within each building shall be clearly identified, including quantities.

E. Preliminary Project Budget

City Hall:

Based on the Development Team’s building concept, quality and specifications provided in Attachment D, provide a detailed cost estimate of direct and indirect development costs for a new City Hall.

For soft costs, please detail the following:

1. All pre-development costs including entitlement efforts, community relations, soft costs for planning and design, environmental and market studies, legal support, administrative, financing, permitting, etc., until entitlements are received and development commences. Identify proposed allocation of all master plan and common area design costs among public and private uses.
2. The Development Team will be responsible for the construction of the new City Hall and common areas. In addition to construction hard costs, please detail all fees expected to be earned by the Development Team and a schedule for the payment of such fees.
3. The City/CCDC have engaged The Staubach Company - San Diego, Inc. (“Staubach”) to represent their interests in the negotiation of the various agreements pertaining to the proposed redevelopment of the Civic Center. The amount of compensation to be paid to Staubach is variable and contingent upon providing a defined scope of work and achieving certain performance goals established by separate agreement between the City and Staubach. The Development Team shall include such fee in its soft cost development budget at a later date when such amount has been determined by the City/CCDC.

In order to provide the City with an understanding of the components that form the basis of the hard cost estimate for the City facilities, please detail the specifications for building materials, finishes, MEP, technology, etc. as outlined in Attachment D – Design Specifications. Include responses to the level of Design Specifications requested in Attachment D; include narrative on additional pages as needed.

Operations and Maintenance of City Improvements:

It is the intent of the City to retain the selected Development Team to provide for the management of operations and maintenance (including management of a capital replacement program) of the City's facilities on the Site for the life of the building(s)' operations or until the City opts to assume responsibility for the asset and property management. Provide detail all costs and related assumptions associated with the operation and maintenance of the City's facilities.

F. Financial Proposal

Submit a detailed cash flow, beginning with the execution of an ENA (year 2009), and ending in the year 2057, for the project concept. The response should include a cash flow for each phase of the proposed development with the line items for the public and private improvements clearly segregated. Line items which are shared between the public and private improvements should clearly indicate the proposed allocation. A consolidated cash flow totaling all phases must also be submitted. Each cash flow should include sources such as equity, debt, operating revenue, and sales revenue and uses such as direct and indirect construction costs, offsite improvements, each at a level of detail sufficient to conduct a verification of costs.

Annual costs and revenues applicable to the City and its facilities should be clearly identified in the phased and consolidated cash flows.

Each phased cash flow shall also include a table containing the key financial assumptions used to prepare the cash flow forecast which may include, but not be limited to:

- Annual Inflation factors
- Interest rates
- Costs per square foot
- Vacancy factors
- Cap rates
- Contingency factors
- Lease rates
- Sales prices per square foot
- Costs of sale
- Preferred returns

While the Development Team's submission may propose to seek federal or state funds as a supplemental funding mechanism, the project's financial viability should not be dependent upon the success of being awarded such funds (affordable housing funding excepted).

1. Private Development Rights

• **Option A – Fee Simple Sale**

The City will be contributing its land and/or surplus development rights to the project. Provide details on the amount and timing of payments by the Development Team to the City and downstream cash flow or equity participation (if any) in the private development to occur on the site. An appraisal shall be required to assess the property's fair market value.

- **Option B – Long Term Ground Lease**

The City will consider a long-term ground lease with limited cash flow risk and the possibility of cash flow or equity participation in the private development downstream. The revenue from the Ground Lease will be the income stream that supports the issuance of tax exempt debt to be used to construct the new City Hall. If this structure is chosen, the City must receive payments from Development Team as soon as possible. An appraisal shall be required to assess the property's fair market value.

- a. Land Value: Identify the value of the land or surplus development rights that are the basis of your ground lease structure.
- b. Outline the proposed terms and conditions of the ground lease with the City. Assume the City's baseline criteria for a ground lease structure are as follows:
 - (1) strong preference for an unsubordinated ground lease;
 - (2) maximum term of sixty (60) years, with preference for fifty (50) years; and
 - (3) near term financial return (cash payments) to the City, i.e., ground lease payment should commence upon execution of the DDA such that bonds can be issued for the construction of the new City Hall.
- c. Ground Lease Escalator and Land Value Resets: Detail the ground lease escalation provisions, as well as the market reset structure to include the timing and the formula for calculation of these resets.
- d. Outline the terms for reversion of ownership rights of both the ground and improvements at the end of the ground lease term.

- **Option C– Alternative Proposals**

Development Teams may propose any alternative structures that accomplish both the Development Team's and City's goals described above. Assume the City seeks to limit its equity contribution to land and development rights only.

G. Schedule

Define the milestones in the development process as you see them. The schedule should clearly identify milestone events where the City/CCDC will be required to make decisions in an expeditious manner to meet the timeline. As part of this schedule, discuss the phasing implications of employee and Civic Theatre parking and relocation/accommodation of the physical plant. In addition, ensure the plan provides for a substantial completion of the new City Hall and associated parking on or before May 2013. Other factors that should be considered in your schedule include environmental remediation and demolition.

H. Design process for City Improvements

The City/CCDC seeks to be actively involved in major decisions that impact the design and cost of the City Hall and public elements of the Project. What is your proposed process for this involvement? At what key milestones would you involve the City/CCDC in design decisions and approvals and what would be the process and timeframe you propose to govern these decisions?

I. Entitlements Procurement

Provide a detailed plan for the procurement of entitlements. The plan should include the sequencing of meetings, the stakeholder groups to be contacted, the documents that need to be produced, expenses to be incurred (and by whom), and the overall timeline for execution. This plan should specifically identify roles and responsibilities of the Principals identified in the response. Develop a schedule that identifies the points at which the City/CCDC will provide necessary input.

J. Penalty for Delay or Non-performance

Please outline proposed penalties or the City's recourse against the entity (guarantees, letters of credit, or other remedies) in the event the Development Team fails to perform or achieve the major milestones outlined above with regard to the construction of the new City Hall and associated parking component of the project.

K. Risk Factors

Key project risk factors to include at a minimum (i) financing, (ii) development and construction, (iii) employee and Civic Theatre parking issues, (iv) relocation of the physical plant, and (v) market timing (leasing and sale). Please outline the critical project risk factors and the team's plan for mitigating these risk elements.

L. Financial Capacity to Perform

Identify and detail the overall financial relationship between your team and any investors or banking partners during the life of the project. Detail the financial strength of the Development Team's and its investment partners including the net worth of the entities that will sign the Development Agreement. Identify the amounts of funding to be supplied from each of the equity and debt sources, the type of financing, approximate terms and source(s) of repayment.

Identify any further corporate guarantees the City will be able to depend on over the life of the project, especially in the event of ground lease and subsequent bond issue. Identify the equity the team will have invested in the project (through the life of the project). Describe how the City's downstream participation (if any) in the private development will be treated in the case of a refinancing or sale of the vertical improvements.

M. Team Experience and Composition

The City/CCDC is extremely interested in the team that will be responsible for the delivery and ongoing management of this project. Outline your organizational reporting structure for the project, and the staffing plan you are proposing. Please detail precisely who from the team will be responsible for each phase of the project and the duration of their involvement with that phase. Provide resumes for each of the team members and the length of their affiliation and/or ownership interest in the company. Identify the level of commitment for each member of the team. What are the existing time commitments for these individuals? A signed statement detailing the commitment of the team members to the development of the Civic Center will be a requirement of this project.

In the event a development partner for one (or more) of the components of the project (as an example, the residential phases) will be proposed, please provide a description of the relationship between your team and the partner(s)' entity and details regarding their key team members.

N. Office, Residential, Hotel and Retail and Other Land Uses Marketing and Leasing Plans

Detail the marketing and leasing plans that will be employed to assure successful implementation of any proposed office, residential, retail or other private use components of the development. Within the response consider the following: Will the marketing plans be executed "in-house" or will a contractor/partner lead these efforts? What are the plans for procuring a lead tenant for any proposed office development? If a hotel is contemplated, has an operator been identified or specify the market segment within the industry that will be served. What is the composition of office and retail tenants proposed for the private spaces? How/when will the residential component be marketed? Describe the target market and market approach to be deployed for each private land use.

O. Working Relationship of the Principals

Outline the proposed relationship between the Development Team and the City. Provide a narrative that outlines roles, responsibilities, and risk allocation, and a narrative that addresses topics such as decision making, communications and public relations efforts.

P. Community Relations Plan

Detail the experience in developing and implementing a Community Relations Plan for urban revitalization projects. Outline the Development Team's preliminary Community Relations plan for Civic Center including all targeted groups to include in such a plan, and provide the proposed budget for the implementation of the Community Relations Plan. Discuss how the Development Team will work with the City/CCDC to implement the plan.

Q. Economic Impact of the Development

To achieve the urban revitalization goals for Civic Center, it will be necessary to detail the positive economic impact the Civic Center project will have on the City of San Diego.

Outline the Development Team's plan to identify the job creation opportunities presented by the Civic Center project, detailed planned expenditures on taxable materials and services (identifying the taxes the City will collect), and highlight any other associated economic or community benefit you believe is relevant to this project.

R. Naming Rights/Signage

What is the Development Team's position on naming rights for the project? What opportunities for signage will be offered the City?

S. Equal Opportunity Strategy

Carefully read and complete the documents included in Appendix I. CCDC/City is strongly committed to equal opportunity in the solicitation of business contracting to assure that persons or businesses doing business with, or receiving funds from CCDC/City, are an equal opportunity business and employer. CCDC endeavors to do business with firms sharing CCDC/City's commitment to equal opportunity and will not do business with any firm that discriminates. Persons and businesses doing business with CCDC/City shall take positive steps toward diversity and expand their sub-consulting and subcontracting solicitation base and offer opportunities to all eligible persons or businesses.

T. FORMAT

RFP responses must be submitted in an organized manner, using notebooks entitled "San Diego Civic Center Complex RFP," and with contents tabbed **A– S** consistent with the submittal requirements outlined above. Contents must consist of 8½ inch by 11 inch sheets and appropriate architectural renderings. Fifteen (15) hard copies, one (1) unbound original suitable for reproduction (suitable for reproduction means all sheets are 8½ inch by 11 inch and drawing sets are 11 inch by 17 inch with no binding, staples or foldouts and can be readily placed in a standard copy machine for reproduction) and one (1) digital copy in PDF format on a CD-ROM of the RFP response package must be **delivered to the offices of CCDC, Attn: Jeff Graham, no later than 4:00 p.m. (PST) on Friday, July 18, 2008.**

U. Exclusive Negotiating Agreement

The City shall enter into an Exclusive Negotiating Agreement with the selected Development Team. However, if a formal DDA is not executed by the parties within one hundred twenty (120) days of the fully executed ENA, the City expressly reserves the right to terminate such agreement and pursue other options.